



EUROPEAN NEWS

Yugoslavia cracks down on dissent

By David Buchan in London and Aleksandar Lehi in Belgrade  
A SENIOR Yugoslav official warned yesterday that the authorities would "use all means" to stamp out dissent. Mr Zika Radolovic, a Communist party leader in Serbia, referred to some 30 dissidents seized last Friday as "enemies".  
All but one of the group arrested while meeting in a Belgrade apartment, were yesterday said to have been freed or on the point of being released after interrogation. They included Mr Milovan Djilas, Yugoslavia's most famous dissident.  
Mr Srdjan Popovic, a well-known human rights lawyer arrested subsequently, was also released yesterday.  
The harassment is seen as part of a wider crackdown against political dissent, particularly in Serbia, where local Communist organisations have been agitating. It may also tarnish Yugoslavia's generally moderate political image in the eyes of Western governments which mounted an exceptional effort last year and this to help the country overcome its debt crisis.  
Police are said to have warned Mr Djilas (73), who on Friday was giving his views on Yugoslavia's sensitive nationalities issue, not to give public interviews.

Portugal learns the difficult lessons of democratic government

Diana Smith reviews progress since the revolution ten years ago

A FOREIGN embassy in Lisbon's elegant Rua do Sacramento has just been painted salmon pink—the cor de grac characteristic of houses in the capital.  
Residents of that street—mostly diplomats or vestiges of the wealthy old guard that once ruled Portugal—can be fairly sure that their freshly-painted walls will not be daubed with political slogans, calls for Nato to go home or multi-layered, peeling posters. The street is patrolled by police whose presence discourages paint sprayers and poster pasters.  
Elsewhere in Lisbon, the walls colourfully testify to 10 years of freedom of expression, granted at dawn on April 25 1974, when disillusioned junior officers carried out a bloodless coup d'état ending nearly 50 years of isolationist, dour dictatorship backed by political police who treated would-be wall-daubers with savage repression.  
The coup ended not only an entrenched dictatorship but an 13-year-old war in Angola, Mozambique and smaller African colonies. With the flowering of carnations in rifle butts on those April days a decade ago, came a burst of relief at the end of the useless loss of young lives in an Africa bent on shedding colonial strictures. There was also an outburst of repressed urges—

political, social, and cultural—that the Portuguese had held back for too long.  
At first such sudden, untrammelled freedom of choice brought irresponsibility, petty vendettas and some vandalism, plus verbal diarrhoea that lasted for several years. Prevented from saying what they thought for half a century, the Portuguese flooded themselves and onlookers with opinion and garbled political rhetoric, hastily mustered from half-read books. They talked themselves

Communist-enforced, arbitrary nationalisations that seized half Portugal's gross fixed capital formation and drove owners into jail, then into exile, banked the country's chances of emerging from an economy decades behind post-war Europe into something solid and diversified.  
The clientele of the Left was rewarded by jobs for the boys running into hundreds of thousands. Full employment regardless of a company's capacity to pay wages or secure

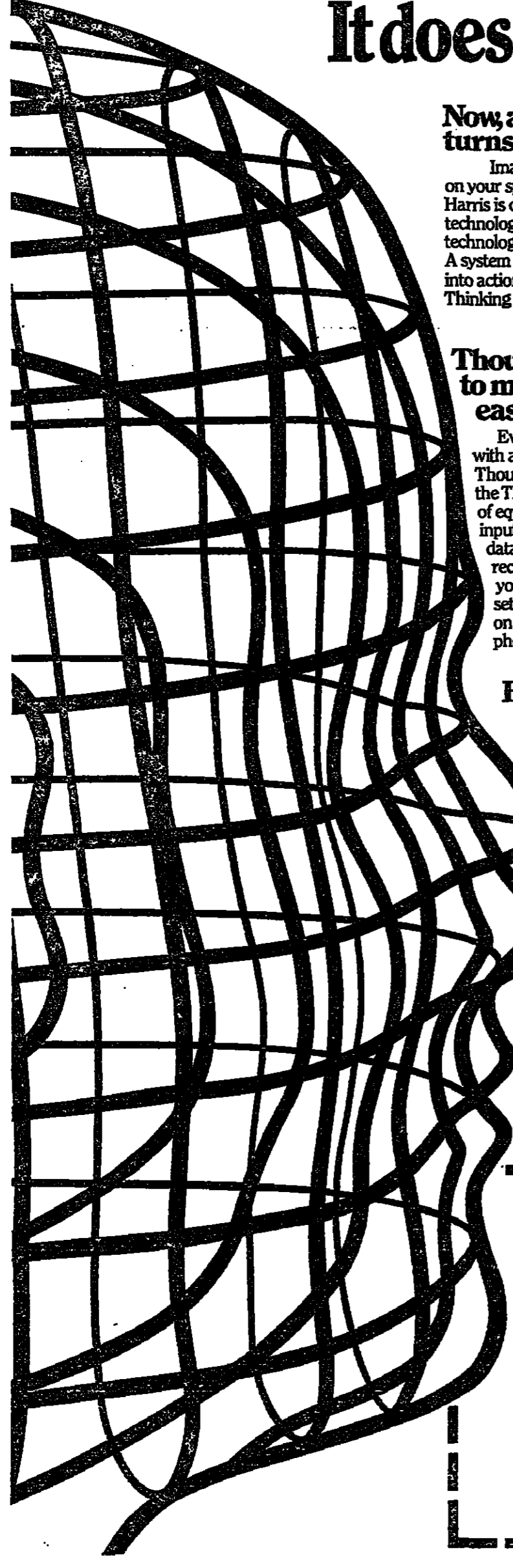
counteracted by ruthless austerity and the lowest paid have had to foot the largest bill.  
Portugal's most internationally-known politician, Sr Mario Soares, the present Prime Minister, a genuinely compassionate man, faced a Hobson's choice. He had either to go far loans and his daily bread, but the austerity has bitten hard and is working. Unfortunately for the small shopkeepers who enjoyed a boom when Portuguese people were spending beyond their means, successful austerity has brought many bankruptcies.  
Despite the real suffering, in this land of genuinely full freedom of expression to one (outside devout party members) is heard clamouring for a Communist takeover. Nor are there serious efforts to restore another authoritarian regime.  
Before the coup Portugal more resembled the 19th than



REVOLUTION on the streets of Lisbon 10 years ago today. A young soldier sports a flower in the barrel of his rifle.

to learn from it, than young Portuguese a decade ago. Memories of pe-faced adolescents with bored expressions, talking desultorily about people, never ideas or events, have not quite faded and contrast sharply with the gaily and good-natured brushness of Portuguese young people today.  
But Portugal's young, after 10 years of free politics and uncensored media, are often sceptical about their politicians. The self-styled political class, mainly lawyers who went to the same schools and universities and love theory and intrigue, must take some blame for public disillusionment. However, 50 years of political repression is hardly a good school for political maturity—and they are learning.  
Today's scepticism is a far cry from the apathy, the self-righteousness—and dogged immunity to ideas preached and practised in Portugal before 1974.  
The freedom to make a mess of their people's walls has sloppy connotations, but most wall-owners shrug off fading graffiti and peeling paper more easily than tapped telephones, 250,000 informers denouncing neighbours, friends and family to the political police, censorship of media and the arts and persecution by paramilitary thugs in dark glasses.  
The Portuguese could have talked less and done more since April 1974, but they are trying valiantly to master the difficult art of democratic government.

The new Harris Thinking Office. It does whatever you say.



**Now, an office so advanced it turns your thoughts into action.**  
Imagine an office that can perform any task—on your spoken command. Impossible? Not with Harris. Harris is one of the most exciting names in information technology. Our equipment is designed to put that technology to work in an intercommunicating system. A system so advanced, it seems to turn your thoughts into action. We call it the Thinking Office.

**Thought Processors—to make working as easy as speaking.**  
Every job in your office starts with a thought from you—so Thought Processing is the key to the Thinking Office. It is a range of equipment that will let you input work of all kinds, just by speaking. Figures, data of all kinds, correspondence, memos—you can record them all and go back to edit or rearrange your thoughts. There are Thought Processors to set you free from your desk—even let you work on the move—or centralised systems, to let you phone in work from anywhere in the world.

**Business Processors—to give you the information you need.**  
And we give you business processing. Word processing and executive workstations that take instruction in plain English. So you—and all your staff—can have instant access to records of all kinds. All your decision makers can make better informed decisions, and make them more quickly.

**From a personal computer, to infinite computing capacity.**  
System 5000 can link the electronic equipment in your office together into an information sharing system. And that system can extend to a mainframe or mini computer, to terminals, to printers, modems linking your organisation internationally if you wish. Every record in your business from the simplest sales sheet to the most important piece of correspondence can be recalled instantly. You can have access from your personal terminal to an almost infinite computing resource.

**We can do more for you.**  
Linking Harris business systems into a Thinking Office can revolutionise your business. The changes it can make to your efficiency are vast. Naturally, you may find Office Automation technology a little hard to comprehend at first—which is why we are ready to help you plan the system that will best suit your needs.

**The team behind your office.**  
We have teams of experts waiting to help you. Experts in training your staff, in helping you get the best from our equipment, Engineers, Specialists in software, in communications, in the areas you need. All there to support you. They're what make our approach different.

**Phone for the book.**  
Find out more about the Thinking Office, with our new book. It's free. Phone your nearest Thinking Office Advisory Service or return the coupon below and discover all the possibilities of the Thinking Office—and how Harris business systems will help you.

For your information, the name is Harris.

- Harris - UK Headquarters**  
Harris Systems Ltd.,  
153 Farnham Road, Slough, Berks.  
Tel. 34666. Telex 848174
- London Office**  
Harris Office Systems,  
171 Grays Inn Road, London WC1X 8UE.  
Tel. 01-837 6400. Telex 297689
- DRG/Barratt - Regional Offices**
- |                     |                      |
|---------------------|----------------------|
| Aberdeen 832008     | Birmingham 359 0161  |
| Dundee 69351        | Breaston 03317 3921  |
| Livingston 37351    | Northampton 46331    |
| Glasgow 771 0851    | High Wycombe 35991   |
| Leeds 456944        | Bristol 514777       |
| Manchester 273 7421 | St. Albans 35151     |
| Leicester 543557    | Basingstoke 54331    |
|                     | Tonbridge 366661     |
|                     | Leamington Spa 34371 |
|                     | Peterborough 237733  |
|                     | Swindon 36888        |
|                     | T&D Norton - Ireland |
|                     | Dublin 724455        |

I would like a copy of your free new book, The Thinking Office, showing how Harris Thought Processing, Business Processing and executive computing can help my company achieve greater efficiency and improved profits.

To: Harris Office Systems Ltd.,  
171 Grays Inn Road,  
London WC1X 8UE.

Name (Mr/Ms/Ms) \_\_\_\_\_

Title \_\_\_\_\_

Company Name \_\_\_\_\_

Address \_\_\_\_\_

Postcode \_\_\_\_\_ Tel. \_\_\_\_\_

My major interest is: Thought Processing  Business Processing

U.S. grounds Soviet satellite launch hopes

BY PETER MARSH  
THE U.S. Government will block any move by Immarat, an international body that operates communications services for ships, to use a Soviet rocket to put into space a new generation of satellites.  
The State Department says "under no circumstances" would it permit the transfer to the Baikonur rocket site in Soviet Central Asia of the U.S.-made parts that the satellites are certain to contain.  
Such a transfer would be prohibited under the Munitions Control Regulations, which seek to stop the channelling to unfriendly countries of high-technology components that have military applications.  
Communications satellites below "an sophisticated telephone and data exchanges in the sky. They contain advanced electronic components of just the kind that President Ronald Reagan's Government, through its controls over the transfer of technology, is attempting to prevent reaching the Soviet Union, on the grounds that they aid the latter's weapons build-up.  
The U.S. action is a blow to efforts by the Soviet Union to sell to the West launches on its Proton rocket. Moscow told Immarat last year that it would put up satellites for about \$23m per launch, about half the price with the space shuttle or Europe's Ariane rocket.  
Immarat, which is owned by about 40 countries including the U.S. and the Soviet Union, regards the Proton as one of six possible launch vehicles for a new generation of satellites to be placed in orbit in the late 1980s.  
The organisation is based in London and earns about \$40m a year. It operates a network of five satellites in a geostationary orbit 38,000 km above the Equator, with which it transfers telephone calls and data between shore bases and about 2,900 ships.  
Moscow, through the Soviet satellite communications agency, has supplied Immarat with technical details of the Proton, so it can make a proper evaluation. "We are treating the Soviet bid as a serious offer," said a spokesman. "We want to have open to us (for launch vehicles), the greatest number of options."  
Soviet space engineers have, with three exceptions, used their rockets only to put into space Soviet satellites or manned capsules. The exceptions were the launch of Indian satellites from 1975-1981.  
For its new series of up to nine communications satellites that may cost \$500m, Immarat earlier this month received bids from two international consortia, both of which have a strong U.S. presence.  
The winning consortium, which Immarat will select next year, will either sell or lease the satellites to the organisation.  
Higher Aircraft of the U.S. has teamed up with British Aerospace in one venture. The second consortium involves Ford Aerospace of the U.S., Marconi Space Systems of Britain, and Aerospaciale of France.  
The U.S. move makes clear that if Immarat were to choose the Proton launcher, then only the non-U.S. parts of the satellites would be permitted to travel to the Soviet Union for the launch.  
The U.S. has 23 per cent of the shares in Immarat, followed by the Soviet Union with 14 per cent. Britain has the next biggest stake, 10 per cent.  
The consortia were asked to ensure that their satellites were compatible with at least two of a total of six launch vehicles. These are: the Proton and the space shuttle, which are operated by government agencies; Ariane, which is sold by Ariane space, a semi-public body in France; and Delta, Titan and Atlas-Centaur, three rockets sold by private companies in the U.S.  
These specifications are not overriding. Assuming Immarat decides to purchase the satellites outright, the organisation wants to have the opportunity to decide for itself—possibly on grounds of price—which launch vehicle to select.  
If Immarat were to lease the satellites from the satellite builders, then the winning consortium would have the final say over which launch service to use.

**PUBLIC AUCTION**  
Hand Knotted Woolen and Silk PERSIAN AND ORIENTAL CARPETS AND RUGS at the Holiday Inn, 77-79 Sloane St, Chelsea, on Sunday 29th April 1984. Preview 2 pm. Auctioneer: IN A LIQUIDITY CRISIS. Entries include: Afghan, Turkish, Caucasian, Kashan, Turkoman, Baluch, Bokhara, Isfahan, Jubbah, etc. (see runners and important silk pieces) and others. Auctioneers note: Owing to the urgency of realising immediate cash these items are being offered under instructions of complete disposal. Appointed Agent: BARRATT'S LTD., 15 GCS Centre, 15 GCS Centre, 15 GCS Centre, 15 GCS Centre, 15 GCS Centre. Terms cash or cheque. Payment on delivery to successful bidder.

**FIGHT BIG BROTHER 1984 IS HERE!**  
**ARE YOUR PHONES TAPPED?**  
Protect the privacy of every telephone conversation. The Tap Alert B 409 checks your telephone 24 hours a day to detect wiretaps and telephone bugs. A flashing red light will warn you day or night if your privacy is in danger.  
For further information contact Mr. Adams, CCS Communication Control Systems Ltd., 62 South Audley Street, London W1. Tel: (01) 629 0223 Telex: 6914709

EUROPEAN NEWS

Fiat to stop making medium-sized lorries in France

BY PAUL BETTS IN PARIS

FIAT PLANS to stop making medium-sized lorries in France and will shut its plant at Trappes south-west of Paris. Iveco-Unc, the French subsidiary of Fiat's Iveco truck group, is expected on Friday to announce closure of the large manufacturing plant, with the loss of 1,250 to 1,350 jobs. The move is part of a major restructuring of Iveco's French operations which are expected to report a loss of about FFR 340m (£29.5m) for 1983, against earlier forecasts of FFR 250m. It comes at a time of continuing recession in both the French and European truck markets. Renault Vehicules Industriels (RUI) the large truck subsidiary of the State-owned Renault group, last week reported a FFR 1.9bn loss for last year. Iveco intends to maintain its French engine manufacturing operations, although it has warned that it might be forced to make more workers redundant because a French government order for 500 of its Lorraine-type buses, built at its Fourchambault plant, has fallen through. Fiat is also continuing to make fresh investments in France. Its agricultural equipment subsidiary announced last Friday it is paying FFR 75m for Braud, the French company which is the leading European manufacturer of grape harvesting machinery. Iveco's plant at Trappes was built in 1973 at a time of strong expectation of growth in the truck market. It has an annual capacity of 22,000 lorries, but produced only 6,112 last year. The company felt it had no alternative to closure because of the slump in the market and the generally bleak longer term outlook. Up to now it has been the second largest lorry maker in France after RVI. Trappes produced medium-sized vehicles in the 10-16 tonnes range for Europe. A price discount war in France has plagued the main producers for the past 12 months and has cost Iveco dearly. The company expects its French truck operation to lose even more money this year, reflecting the costs of the restructuring. Iveco's is the latest in a series of large industrial restructurings in troubled sectors of French industry. Michelin, the French tyre maker, last Friday announced plans to cut 6,000 jobs by the end of next year. RVI wants to reduce its workforce by 3,750, while Citroen is seeking 6,000 job cuts. The list is further inflated with the restructurings at Dunlop's French tyre operations due to be taken over by Sumitomo of Japan, and Renault's job reduction plans for its big car division, not to mention the French steel and coal industries.

Bank says Belgian industry needs help

By Paul Cheswright in Brussels

THE DEVELOPMENT of Belgian industry to take advantage of the third industrial revolution may be impossible to achieve, without help, according to Kredietbank. The industrial bank is the largest financial institution in Flanders, the Dutch-speaking part of Belgium. The comment was made in its latest analysis of economic trends in the country that highlights the structural weakness of Belgian exports. The economy is more than 40 per cent dependent on exports. Kredietbank's suggested solution—its version of the help required—runs down two paths. The first is financial. High corporate profitability is essential: if stronger companies are to modernise and specialise. Measures to maintain and promote competitiveness will be needed over the coming years. This line of thinking supports government policy which, since 1982, has been aimed at shifting resources from personal consumption into the corporate sector. The latest manifestation of this has been an austerity package designed to trim the public sector deficit. The package has already provoked industrial unrest and is the subject of a new round of talks today between the Government and the main trade union groupings. The second path which Kredietbank suggests should be followed is designed to help the weaker part of the corporate sector, where, it says, "involvement in the third industrial revolution is too sluggish and too patchy." The impetus will have to come in the form of further foreign investment in the advanced metalworking industries of Belgium. "Enough is at stake to approach some of the better foreign enterprises offering them a package of serious fiscal and administrative incentives and getting them to bring the quality of the whole of Belgian industry up to scratch," Kredietbank proposes. It notes that exports have remained the only engine of growth for the economy. Since 1982, the trade position has improved, helped by a devaluation in that year. In the first nine months of last year, the Belgo-Luxembourg Economic Union's trade deficit narrowed to BFR 4.7bn (\$51m) from BFR 7.2bn (\$93m) for the same period of 1982. What worries the bank, however, is the nature of the exports. The metalworking sector failed to make a positive contribution to the trade balance; mechanical engineering has failed to gain advantages from modernisation. Yet metalworking and heavily subsidised steel imports account for more than 20 per cent of goods exports, Kredietbank says. But there has been an expansion in the exports of cars—Belgium has large assembly plants—furniture, rubber and plastic products, food and beverages and carpets. Here, the trend has been towards increasing specialisation.

IMF 'at limit' of ability to aid Third World

BY PETER MONTAGNON IN AMSTERDAM

THE International Monetary Fund has reached "the limits of its possibilities" in providing credits to developing countries, Mr Wim Duisenberg, governor of the Dutch central bank, said here yesterday. In a speech to commercial bankers attending the annual meeting of the Asian Development Bank, he warned that efforts to make the IMF accept an ever-increasing share of the burden of financing the deficits of debtor countries would be counter-productive. They could even threaten its efficient functioning. The IMF had already suffered a "serious deterioration" in its liquidity position through the provision of large balance-of-payments loans since the decision in 1980 to triple members' access to its resources, he said. Last year's increase in quota subscriptions had "restored the IMF's liquidity position somewhat," but in future a more normal limit would have to be placed on members' access to loans until a further quota increase could be agreed. Member countries can borrow a maximum of 155 per cent of their quota subscription from the IMF each year. Borrowing by the Fund to increase its resources available for lending was only an interim measure, Mr Duisenberg said. Loans had been granted to the IMF by its richer member countries only on the basis that their claims on the fund remained short-term and liquid. "I must warn against too great expectations of what the national monetary authorities and the international financial organisations can do," he said. "They should not attempt to take over the role of private creditors in the financial system."

Separately, Mr Willy de Clercq, the Belgian Finance Minister, said that the IMF would have to persuade commercial banks to continue lending "through the full exercise of its powers of moral suasion." "A feasible adjustment path exists, provided that bank lending continues to expand at a rate of 5 per cent per annum until the end of the decade," said Mr de Clercq, who is also chairman of the IMF's Interim Committee. The provision of new finance is essential to maintaining developing countries' willingness to repay their debts.

even Rotterdam. The decay of the port—said to be the only one in the world where dockers stop work when it rains—is a significant cause of the depression that has hit the rest of the city in recent years. The new chairman appears determined to return control to the port authority, after 15 years in which it slipped gradually into union hands. His decision to freeze charges was strongly contested by the unions, and the strike is widely seen as an attempt to block Sig d'Alessandro's plans to restructure the port. In the van of the fight is the Communist oriented CGIL union. Its leaders in Genoa have accused Sig d'Alessandro of taking decisions instead of seeking compromise. The CGIL is backed in the strike by the pro-Socialist UIL, despite condemnation of the action by that union's leadership in Rome.

Andreotti sees Chernenko in Moscow

By Anthony Robinson

THE SOVIET President, Mr Konstantin Chernenko, yesterday warned Sig Giulio Andreotti, the visiting Italian Foreign Minister, that the deployment of U.S. cruise missiles in Sicily increased the risk of nuclear war. He described the missiles as "first strike weapons" whose deployment "seriously aggravated the war threat." Sig Andreotti is the most senior Western politician to hold talks with Mr Chernenko since the latter became Communist party leader two months ago, apart from brief encounters after the funeral of President Yuri Andropov. The Italian minister is believed to be a future candidate for the Italian presidency and his Moscow visit is partly designed to impress Communist voters at home. The Italian Communist Party does not like the new U.S. missiles in Sicily but has been muted in its criticism for fear of being branded a servant of Moscow. Sig Andreotti politely rejected the implied threat in the view of the Nato governments that Moscow should resume nuclear disarmament talks in Geneva.

Fight for control paralyses port of Genoa

BY JAMES BUXTON IN ROME

THE PORT OF Genoa, Italy's largest, was still paralysed yesterday by dockers striking against the port management's attempt to regain control from the unions. The strike began last Friday, ostensibly over objections by 104 workers to their treatment in a new grading and promotion system. But it became clear in comments at the weekend that the real issue is Sig Roberto d'Alessandro, the new government-nominated port chairman. Sig d'Alessandro, a businessman and the Socialist mayor of nearby Portofino, took over a few weeks ago with the job of reversing the port's falling traffic and mounting losses. The decline is due to highly restrictive labour practices, constantly mounting charges and a failure to invest in container handling equipment. As a result Genoa has lost out to Savona and La Spezia, while the city's importers bring in goods from Marseilles and

East Germany clamps down on emigrants

BY LESLIE COLT IN EAST BERLIN

EAST GERMANY has taken into custody dozens of its citizens who recently applied to leave the country for West Germany. The detained East Germans face charges of "treasonable disloyalty" for having sought help from the West German Permanent Mission in East Berlin or from relatives in West Germany. At least 50 East Germans were detained in Jena along with others in several East German cities, including East Berlin, in an apparent move to discourage further emigration applications. Herr Wolf Quassdorf, an East Berlin theologian, was sentenced last week to 14 months in prison for "illegal contacts" with the West German Mission after he applied to emigrate. More than 20,000 East Germans have arrived in West Germany since January when East Germany began approving exit applications at the fastest rate since the Berlin Wall was built in August, 1961. An estimated 400,000 East Germans have applied to leave, but in recent weeks there has been a wave of new applications because of growing fears that the East German authorities will soon clamp down on departures. The East German authorities have simultaneously stepped up their efforts to get members of the independent peace movement to apply to leave the country. Several campaigners were given prison sentences recently for holding silent vigils in East German cities. The East German Government is thought to be permitting some of its dissatisfied citizens to leave in order to reduce pressure on it for political and economic change. In addition, some of the emigrants worked in fields such as teaching where there is now excess manpower. West Germany is compensating East Germany monetarily for the higher education and job training each emigrant has received in East Germany.

Air traffic controllers step up action against new Bill

BY DAVID HOUSEGO IN PARIS

FRENCH AIR traffic controllers yesterday intensified their five-day strike delaying flights throughout much of France. The stepping-up of their campaign came on the eve of the presentation in the National Assembly of a government Bill that would lift the 20-year-old ban on strike action by traffic control staff. In spite of the ban, air controllers have regularly come out on strike for better pay and conditions. The controllers' objection to the Bill which M Charles Fiterman, the Minister of Transport, will present is that it imposes a minimum work load during a

strike period that would, on the controllers' reckoning, guarantee 70 per cent of normal flights. The Government says that only 10 per cent of flights would be maintained. This minimum service in the Government's eyes is needed primarily for defence reasons and to safeguard international flights over French territory. Yesterday's stoppages caused two-hour delays at the two Paris airports of Orly and Roissy, as well as at other provincial airports. International flights overlying French territory were also effected.

Stable outlook for EMS

BY OUR BRUSSELS STAFF

System, which holds EEC currencies except sterling within a specified parity band should have a period of stability this year, the European Commission said yesterday in its latest review of monetary policy. It warned, however, that there could be strains because of "the international monetary environment"—presumably a reference to likely fluctuations in the dollar. Although the respective inflation rates of EEC countries still diverge, the Commission thinks that the trend in economic fundamentals is favourable towards stability in the sixth year of the EMS existence. Cost and price pressures, resulting from different

levels, of performance in the EEC economies, most obvious in 1981 and 1982, have diminished, the Commission said. Current account positions have been brought more closely into line with each other. The trend should continue this year, reducing pressures on the foreign exchange markets. In fact, the EMS has had a relatively calm period since March 1983, the Commission observed—this, despite the tensions during the winter when the dollar fell back and the Deutsche Mark moved upwards. This greater stability, it said, "is due to greater economic policy convergence and to an increasing trend towards reestablishment of external equilibria."

"Northern Ireland's skills and dependability are vital ingredients for our competitive edge."

Norman Mischler, Chairman, Hoechst U.K.

**Fact 1**  
On the banks of a German river, over 100 years ago, four enterprising young men started a business. Beside the river Main they founded a small dyestuffs factory which has now grown into one of the world's leading chemical companies. That company's name is Hoechst.

Today Hoechst markets a huge range of products including dyestuffs, pharmaceuticals, plastics and veterinary products. But perhaps one of its best known names is Trevira®. Trevira® polyester fibre and yarns are well known for their uses in clothing, home textiles and industrial textiles. Trevira® yarn and technical monofilament yarns are produced in Northern Ireland, where Hoechst relies upon the skill and efficiency of its workforce to maintain competitiveness in today's man-made fibre markets.

**Fact 2**  
Luckily, the good news about Northern Ireland's high productivity travels almost as fast among some industrialists as bad news does in the media, which perhaps explains why 100 plants have set up almost unnoticed in Northern Ireland in the last 10 years. European companies, like Hoechst, STC and Philips, have joined many successful American companies, including Du Pont and General Motors, in judging Northern Ireland on its merits. They are delighted with the results.

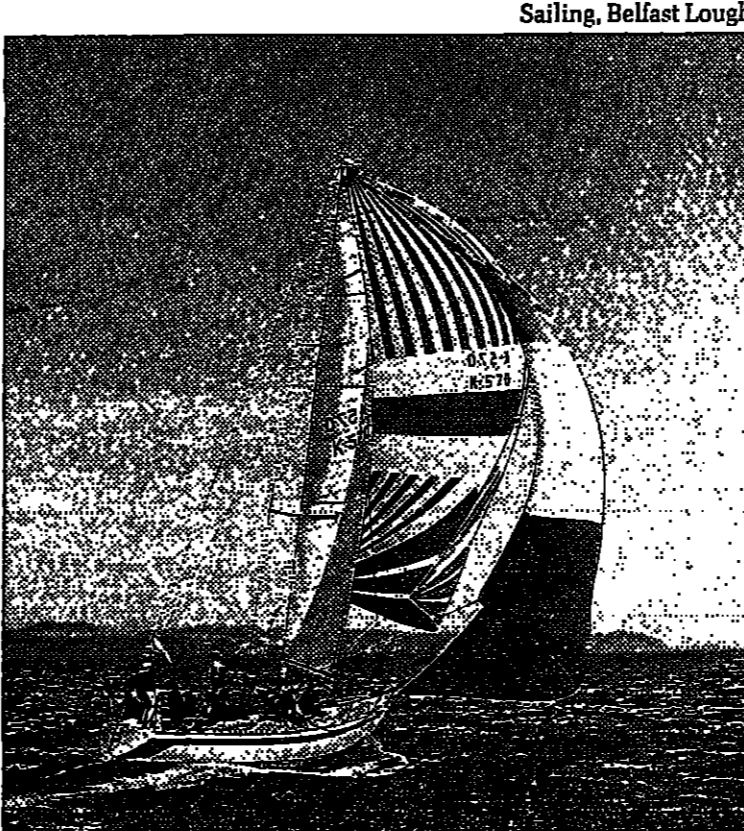
**Fact 3**  
A technically gifted workforce and a unique relationship between unions and management results in consistently good industrial relations and productivity. For example, in 1982, an average of less than one hour per man per year was lost due to industrial disputes of any kind.

**Fact 4**  
We have an efficient infrastructure; our ports, airports, roads, telephone and telex are geared to modern business needs. Their consistent reliability makes first class delivery performance possible for every company operating in Northern Ireland.

**Fact 5**  
For a company looking to both short-term and long-term profits, our financial package is irresistible. Your fixed capital costs can be reduced by up to 90% and many companies pay no Corporation Tax.

**Fact 6**  
Sailing in Northern Ireland's coastal waters is only one of many leisure activities enjoyed by foreign executives and their families. In fact sailing is an extremely competitive sport in Northern Ireland with regular racing and even flotilla cruising to nearby Scotland, Isle of Man, England and Wales. Often executives and their families like the lifestyle so much that they are reluctant to return home even to accept promotion.

**Fact 7**  
Our researchers tell us you may not believe these facts at first! So why not accept this challenge from companies which have already committed themselves to investment in Northern Ireland — "Visit us and we'll show you the facts". To arrange a visit to a successful company in Northern Ireland call or write to John Hughes at the address below.



In Mayfair

The May Fair Hotel was opened in 1927 by George V. Over half a century later it is still a hotel fit for a king. Recently refurbished to recapture its former glory and to provide the most modern levels of comfort, the May Fair is without doubt one of the most individual 5-star luxury hotels in London. The reception's marble staircase and glittering chandeliers set the elegant scene, while each guest room is furnished to the highest Inter-Continental standards. Superb French cuisine can be savoured in the classical setting of the Chateaubriant, or there is the Coffee House which offers a less formal style of eating. And the May Fair Bar with its wealth of panelling, has a uniquely English atmosphere. All within a stone's throw of Berkeley Square, Bond Street and Piccadilly, and five minutes walk from the Strand.

**THE MAY FAIR HOTEL LONDON**  
THE ADVANTAGE IS INTER-CONTINENTAL

THE MAY FAIR: Berkeley Street, London W1A 2AN Tel: 01-774 7777  
HOTEL INTER-CONTINENTAL: 11 Hamlyn Place, Hyde Park Corner, London W1J 7BY Tel: 01-275 1231  
THE BRITANNIA: Grosvenor Gardens, London SW1W 0EX Tel: 01-235 4410  
THE PORTMAN INTER-CONTINENTAL: 22 Portman Square, London W1H 1EP Tel: 01-486 3634

**Northern Ireland**  
Judge us on the facts

Industrial Development Board for Northern Ireland · Ulster Office · 11 Berkeley Street · London · W1X 6BU · Telephone (01) 493 0601 · Telex 21839

**IDB**  
Northern Ireland

WORLD TRADE NEWS

Occidental to sign \$600m coal mine pact with China

BY CHRISTIAN TYLER, TRADE EDITOR
OCCIDENTAL PETROLEUM OF THE U.S. SAID IT WILL ON SUNDAY FORMALLY SIGN A \$600m JOINT VENTURE AGREEMENT WITH CHINA TO DEVELOP WHAT WILL REPUTABLY BE THE WORLD'S LARGEST OPEN-CAST COAL MINE.

Japan gives AT & T \$49m minicomputer contract

TOKYO—Nippon Telegraph and Telephone Public Corporation (NTT) has signed contracts worth \$51m (£36.4m) to buy U.S.-manufactured touch-tone telephones and super-minicomputers to be used for Japan's telephone traffic observation system.

Australia seeks U.S. meat quota injunction

SYDNEY — The Australian Government has filed for an injunction against U.S. meat import restrictions which it says kept Australian exporters from shipping \$18.5m (£13.1m) worth of meat to the U.S. in 1983.

Jakarta to buy second Hughes Corp. satellite

INDONESIA says it will sign a contract with Hughes Corporation of the U.S. on May 1 for a new telecommunications satellite to replace the Palapa B2 lost soon after launch from a Challenger space mission in early February.

How India copes with copyright pirates

PAPERBACK editions of two popular novels—Harold Robbins' Xanadu and Jeffrey Archer's First Among Equals—are to be printed and published in India in advance of publication of either hardback or paperback editions in the UK.

Singapore and Taiwan have taken legal action against book pirates but the unauthorised copy and distribution of books throughout Asia remains a serious problem.

John Elliott in New Delhi examines how the battle is being waged in India

THE UK about video "nasties." Sound recording has also been hit pushing EMI's Gramophone Company in India into its first loss last year for 99 years.

UK publishers have co-operated with Rupa and with other companies such as India Book House, which is publishing Xanadu and First Among Equals.

Babcock in boiler venture for N. American market

BY DAVID FISLOCK, SCIENCE EDITOR
A JOINT venture between Babcock Power, boilermaking subsidiary of Babcock International, and Stone and Webster, the U.S. engineering group, to exploit the North American market for a novel type of fluidised combustion boiler, has been agreed between the two companies in London.

Alsace steps up efforts to win U.S. investment

BY DAVID MARSH, RECENTLY IN STRASBOURG
THE Alsace region of Eastern France is stepping up efforts to attract U.S. investment at a time when Alsatian business leaders fear local jobs could suffer from preferential industrial aid being accorded to troubled steel centres in neighbouring Lorraine.

West Germany hopes for Seoul submarines order

BY RUPERT CORNWELL IN BONN
WEST GERMANY is hoping to extend its inroads into the South Korean defence market by winning an order for two submarines, worth an initial DM 400m (£106m) from the Seoul Government.

HIGH TECHNOLOGY



THE CONCORDE. THE MOST RESEARCHED, FASTEST AIRPLANE IN THE SKY, SPEEDING YOU FROM NEW YORK TO PARIS IN A REMARKABLE THREE AND A HALF HOURS.

AIR FRANCE WERE AIMING EVEN HIGHER

AMERICAN NEWS

Argentine Labour Minister resigns

By Jimmy Burns in Buenos Aires
A SIGNIFICANT U-turn in the Argentine Government's attitude towards the unions appeared to be confirmed yesterday with the long-expected resignation of Sr Antonio Mucci, the controversial Labour Minister.

More American news, Page 9

reform was one of the key issues of his electoral campaign, but Sr Alfonsín has more recently been worried that the controversy generated by the Labour Bill was undermining any chance of securing broad political support for the Government's economic programme.

Reagan set to sign nuclear agreement during China visit

BY REGINALD DALE, U.S. EDITOR IN WASHINGTON
THE U.S. and China have completed negotiations for a nuclear co-operation agreement, which should be ready for signature by President Ronald Reagan during his six-day visit to China that begins on Thursday, U.S. officials said yesterday.

Jackson holds out an olive branch

By Our U.S. Editor in Washington
THE Rev Jesse Jackson, long a supporter of the olive branch in international confrontations, has offered a peace gesture to head off a potentially damaging election year feud inside the U.S. Democratic Party.

Mini float glass plant technique launched

BY TERRY DODSWORTH IN NEW YORK
A NEW technique of making float glass in mini-sized plants ideal for third world markets is being launched by AFG, a rapidly-expanding U.S. company based in Tennessee.

Although the prototype mini plant in Tennessee has still to be completed, Mr Hubbard said that AFG is already talking to about 10 countries about the development.



A still from 'Chariot of Fire' by courtesy of 20th Century Fox. © Enigma Productions Ltd 1981. Goldman - a part of Pearson - provided the development finance.

## PEARSON SETTING THE PACE FOR SUCCESS


1983 was a year of major progress for Pearson.  
 We increased our profits.  
 We reduced our borrowings.  
 We streamlined our structure.  
 We strengthened our management.

You can read in our Annual Report about our  
 strategy and the successes we achieved in 1983.  
 To receive your copy, please post the coupon.

To: The Registrar (CAP 3/4) S. Pearson & Son plc, Lloyds Bank, Goring-by-Sea, West Sussex BN12 6DA.  
 Please send me your 1983 Annual Report.

Name \_\_\_\_\_

Address \_\_\_\_\_



### PEARSON

P.L. Publishing INFORMATION AND ENTERTAINMENT	Faircy ENGINEERING	Lazard Brothers MERCHANT BANKING	Royal Doulton FINE CHINA	Midhurst OIL AND OIL SERVICES
---	-----------------------	--	-----------------------------	-------------------------------------

L I P S E C U R I T Y L I M I T E D

# AUSTIN MONTEGO. THE CAR THAT PUTS THE DRIVER FIRST.



AU

the

by

for

is

to

of

in

the

**AUSTIN ROVER**



You're looking at an inspired creation. The new Austin Montego.

A beautiful car, whose inspiration has been drawn from the needs, wants and aspirations of a very special group of people. Today's drivers.

By listening and talking to those drivers, Austin Rover has delivered the car they asked for. Montego is bigger, better equipped, faster, more economical and more stylish than today's driver is used to.

The Austin Montego: the more you read about it, the more you'll like it. After all, it was designed for you, the driver.

**PASSENGERS TRAVEL FIRST CLASS TOO.**

Passengers experiencing the Montego will find their every wish fulfilled.

Generous fitted carpet is complemented by ducted heating for rear seat passengers. The deeply upholstered front seats recline, and are fitted with head restraints as standard.

In the rear of the Montego HL the folding centre armrest and integral rear seat head restraints put comfort first.

Austin's much imitated split rear seat

action takes on a new role in Montego. When folded, the seat backs offer the choice of a picnic tray, or a large writing surface, as well as increasing Montego's outstanding loadspace.<sup>®</sup>

**PUTTING ECONOMY AND PERFORMANCE EQUAL FIRST.**

Austin Rover's new technology is shown to powerful effect in Montego's combined economy and performance.

The Montego 1.3, with the optional five-speed transmission, is capable of a staggering 58.3 mpg at 56 mph. Taking the 1.6L as an example, a top speed of 102 mph<sup>®</sup> comes as easily as an incredible 53.3 mpg at a steady 56 mph.

The same is true of the 2.0 HL, propelling the driver from 0-60 mph in 9.8 seconds<sup>®</sup> and yet still delivering over 50 mpg at 56 mph.

Part of this achievement is due to Austin Rover's proven Electronic Engine Management system. A microprocessor controls fuel usage through a highly sophisticated automatic choke system, idle speed control and deceleration fuel

cut-off. On 1.6 and 2.0 litre models, new programmed ignition brings state of the art performance to Austin's advanced engine range.

Montego's beautiful shape plays an important part in performance and economy. The flush fitting front and rear screens, and integrated body-colour bumpers help aid aerodynamic efficiency, whilst adding further style.

Today's driver wants better visibility, more interior space, more legroom and more loadspace.

The Austin Montego satisfies all four requirements within an elegant shape.

**TD WHEELS AND TYRES. ANOTHER FIRST FOR MONTEGO.**

The Montego is one of the first production four door saloons to be fitted with a new concept in wheel and tyre technology. Special rims are fitted with low profile TD tyres, designed to remain in position even after a sudden loss of pressure.

And on the road, the TD combination, front wheel drive and Montego's advanced suspension system give a qual-

ity of ride, handling and control unsurpassed in its class.

Montego offers a range of power units from 1.3 to 2.0 litre, including an all-new low weight 1.6 litre engine. All are equipped to cover 12,000 miles between services.<sup>®</sup> Optional 5-speed transmission becomes standard on L models upwards; automatic is available on 1.6 litre models.

**SOME PUT LUXURY FIRST. OTHERS WANT PERFORMANCE.**

The prestigious Vanden Plas heads the Montego range in luxury, while the 2 litre electronic fuel injection MG EFI delivers the ultimate in performance and handling.

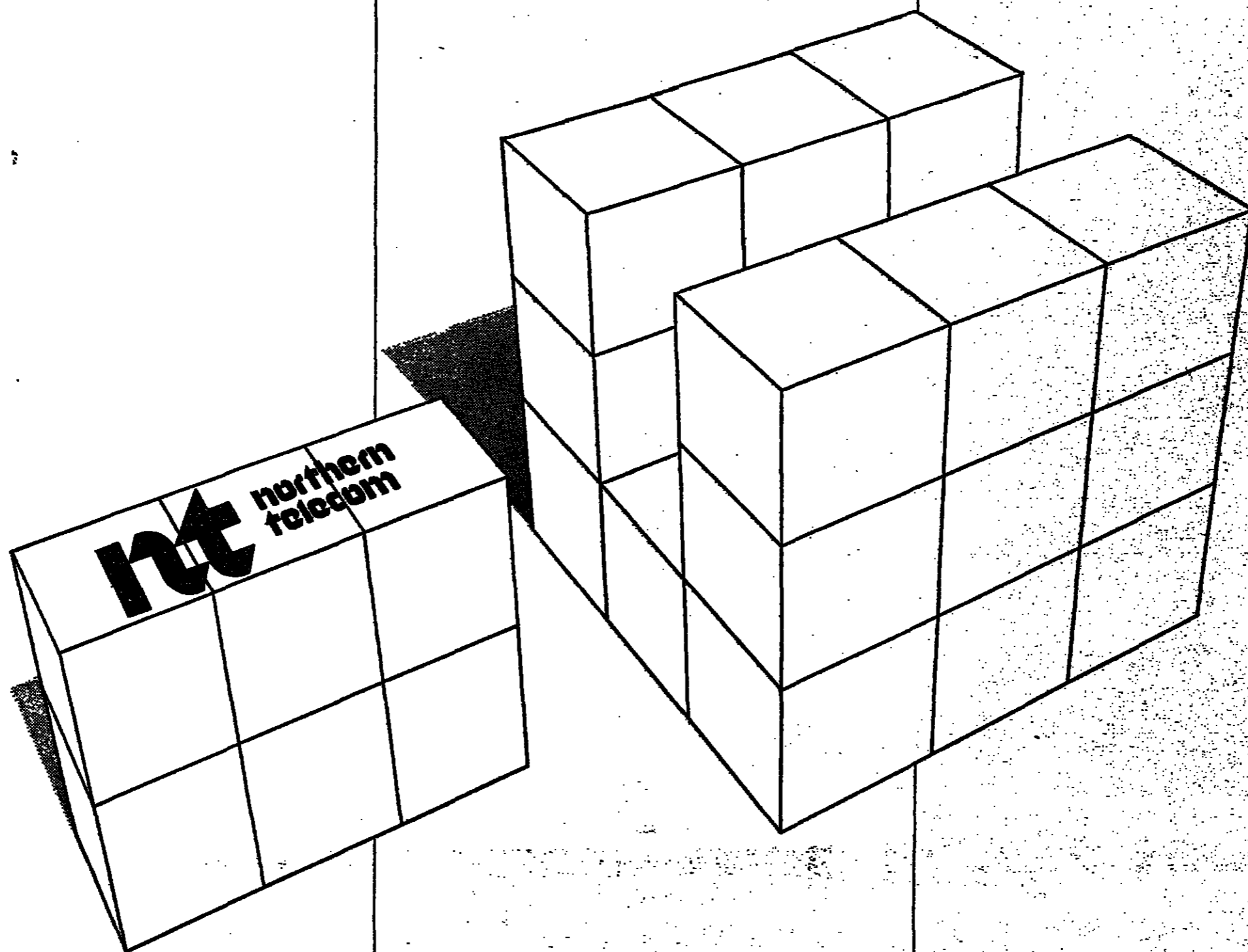
Every Montego comes with the benefits of Austin Rover's free 6 year corrosion warranty and first year full warranty, extendable for the second and third years.

Test drive one of the Montego range at your Austin Rover dealer. You'll see why it's the car that puts the driver first.

**AUSTIN MONTEGO**  
FROM £5,282.  
DRIVING IS BELIEVING.

© HL models upwards. <sup>®</sup> Manufacturer's data. <sup>®</sup> Or one full year, whichever comes first. DOT figs Montego 1.3 5 speed: Simulated Urban Cycle 36.3 mpg/78 L per 100 km, Constant 56 mph 58.3 mpg/4.8 L per 100 km, Constant 75 mph 41.5 mpg/6.8 L per 100 km, 2.0 HL: Simulated Urban Cycle 30.8 mpg/92 L per 100 km, Constant 56 mph 50.3 mpg/5.6 L per 100 km, Constant 75 mph 37.3 mpg/7.6 L per 100 km, 1.6L: Simulated Urban Cycle 31.9 mpg/8.9 L per 100 km, Constant 56 mph 53.3 mpg/5.3 L per 100 km, Constant 75 mph 38.8 mpg/7.3 L per 100 km. Price quoted is for Montego 1.3 4 speed. Model shown 2.0 HLS at £7,585, excluding number plates and delivery, correct at time of going to press. Metallic paint optional at extra cost.

# NORTHERN TELECOM. BUILDING THE TELECOMMUNICATIONS FUTURE.



In 1976, Northern Telecom announced the Digital World\*, changing the course of world telecommunications development. It committed the company to being the first to produce a complete family of fully digital switching and transmission systems.

Digital World made obsolete the analogue telecommunications equipment being produced by other manufacturers. In time, and in turn, they followed the Northern Telecom lead. And, they are still following.

Digital World revolutionized the concepts and practices of communications and information management and accelerated the merging of the telecommunications, computer, and data-processing industries. It made possible the future of effective information-management.

#### ◆ WORLD LEADERSHIP IN DIGITAL TECHNOLOGY

Northern Telecom today is the world's largest manufacturer of fully digital systems and services. It has in service, or on order, the equivalent of some 16 million lines of fully digital switching and transmission systems—more than any other company. Northern Telecom is a leader in the development and manufacture of computers and custom large-scale integrated circuits for telecommunications.

It has one of the most proven records in the development of successful and innovative telecommunications software.

#### ◆ UNMATCHED GLOBAL SUCCESS

In the United States, the world's largest and most competitive national market, Northern Telecom's DMS\* (Digital Multiplex Systems) Family of digital

central office switches has been sold to, or is in service with, 21 of the 22 U.S. Bell operating companies and all other major telephone companies.

Northern Telecom is the largest supplier of digital telecommunications systems to the U.S. military. It is a principal source of such equipment for the U.S. specialized and resale common carriers, governments, private corporations, and major institutions, such as universities and hospitals.

It was the first telecommunications equipment manufacturer to introduce integrated voice and data capability with its family of SL\* digital PBXs. The SL Family ranges from 30 lines to 30,000 lines and includes the largest digital PBX available. The SL-1 is in use in 45 countries.

Financial and telecommunications organisations around the world are using the Northern Telecom SL-10 data packet switch. The U.S. Federal Reserve System handles fund transfers of more than US\$100 trillion a year on its 14-node SL-10 system. SL-10 is used by the West German Bundespost, and in the United Kingdom, Canada, the U.S., Hong Kong, Switzerland, Portugal, Belgium, Austria, and the Republic of Ireland.

In the data-processing field, Northern Telecom systems are in use in North America and throughout Europe. More than 3,500 systems, worth £45 million, have been exported from England to Europe during the last 5 years. The Displayphone\* terminal was the world's first combination telephone and computer terminal.

#### ◆ COMMITMENT TO RESEARCH AND DEVELOPMENT

Northern Telecom's technological and market leadership is based on a long-term commitment to

market-driven research and development, which has already produced a decade of telecommunications firsts. Northern Telecom is presently investing nearly 10 percent of total worldwide revenues in R&D each year.

A major portion of future R&D expenditures will be devoted to products and systems for the OPEN World\* programme announced in 1982. An acronym for Open Protocol Enhanced Networks, OPEN World is the company's mandate to bring order out of information-management chaos.

As one element of the OPEN World, Northern Telecom is making available to other manufacturers of data-processing and computing equipment the proprietary protocols to its switching systems. This will permit a great variety of information management equipment and products to work together in a single system.

Northern Telecom's 39,000 employees are based throughout the world in sales and services offices, 37 research and development centres, and 46 manufacturing plants.

With them, and through them, Northern Telecom continues to lead the industry and build the global telecommunications systems of the future.

For more information on Northern Telecom and its products contact: Northern Telecom plc., Berkeley Square House, Berkeley Square, London W1X 5LE. Telephone: 01-491 4599.

**nt** northern  
telecom

\*Trademark of Northern Telecom Limited

**THE LARGEST SUPPLIER OF FULLY DIGITAL SYSTEMS IN THE WORLD.**



# OVERSEAS NEWS

## Hong Kong markets fall but react with relative calm

BY ROBERT COTTRELL IN HONG KONG

HONG KONG'S financial markets were relatively calm yesterday, their first trading day since Friday's announcement that Britain will cease administering the Colony in 1997, when the UK's lease from China on most of the territory expires.

The stock market's Hang Seng index dropped sharply in the morning, but trading was thin with most institutions staying out of the market. In the afternoon, a mild recovery saw the index close at 1,070.02, down 45.83 points on the day but almost 9 points off its lunchtime low.

The Hong Kong dollar stayed close to its nominal peg of \$7.80 to the U.S. dollar. It was trading yesterday afternoon at \$7.81, just a half-cent weaker on the day.

While the stock market's fall represents the wiping off of 4 per cent from share values, Hong Kong investors reacted considerably more sharply in the past two years to considerably less momentous news.

The announcement that Britain would cease administering Hong Kong was made by Sir Geoffrey Howe, the British Foreign Secretary on Friday morning, the first day of the Easter holiday weekend. Officials believe this weekend "buffer" helped steady the market's nerves.

Most analysts said that Sir Geoffrey's statement was predictable and widely discounted. Communist commentators praised the Foreign Secretary's "realism."

Hong Kong Government sources say a statement is likely in late summer about plans to make Hong Kong's system of government more "representative"—a process which Sir Geoffrey said would begin during the remaining years of British administration.

Democracy is likely to be extended to higher levels of the administrative machinery. At present, it exists only for the election of local advisory bodies and, as such, arouses little enthusiasm among prospective voters.

A move towards more democratic government will involve the gradual dismantling of the system of British-appointed administrators which is now set out in Hong Kong's royal instructions and letters patent, the documents which serve as the territory's "constitution."

Hong Kong plans to give quasi-diplomatic status to senior representatives of Peking in the territory. For political reasons, Peking representatives in Hong Kong are not formally regarded as diplomats—Peking disputes the legality of Britain's present claim to Hong Kong.

Hong Kong is expected to enact legislation soon giving Chinese representatives, including Xu Jiatun, head of the Hong Kong branch of the New China News Agency, privileges and immunities paralleling those of the Vienna Convention, the international agreement which covers bona fide diplomats.

## Inquiry plea after Kenya 'massacre'

NAIROBI—A leader of the Degodia tribe appealed yesterday for an international commission to probe allegations that Kenyan security forces killed an estimated 900 Degodia tribes people last February.

Mr A. S. Khalif, a former member of parliament from the district of Wajir West in north-eastern Kenya, near the Somali border, made the appeal in a statement distributed to journalists in Nairobi.

Mr Khalif urged that an international commission be set up "to probe the Wagala holocaust in order that the truth about Wagala shall be established." Wagala, about nine miles from the remote trading centre of Wajir, was the scene of the alleged massacre.

The Kenya Government has denied charges by leaders of the Degodia, a small tribe of ethnic Somalis, that up to 900 tribes people were killed around Wagala when security forces were sent to quell fighting between the Degodia and Aruran tribes over grazing and water rights in February. Mr Justus Ole Tapis, Minister of State in the office of President Daniel Arap Moi, issued a detailed rebuttal of the charges in parliament on April 22.

Mr Tapis asserted that only 57 people were killed in the security forces action.

## Police backing for Malay party meeting

By Wong Sulong in Kuala Lumpur

THE month-long crisis within Malaysia's largest Chinese political party, the Malaysian Chinese Association, is moving towards a showdown following police approval for a party's extraordinary general meeting to be held on Sunday.

The police approval is of crucial importance to the dissident group trying to topple the present party leadership, as it indicates that the Malay leaders are remaining neutral in the association's power struggle.

In another development on Monday, the former association president, Datuk Lee San Choon, publicly threw in his support for the dissident group when he urged all association delegates to attend the meeting.

The crisis started last month when Neo Yee Pan, who took over from Datuk Lee as acting president last May, expelled his rival, Tan Koon Swan and 13 of his supporters for alleged breach of party discipline.

The association has been a partner in the Malaysian government for the past 27 years and has four cabinet ministers, including Neo, who holds the transport portfolio. The crisis has dampened the Malaysian and Singapore stock exchanges.

## Offer of arbitration in Sikh dispute

By K. K. Sharma in New Delhi

THE Indian Home Minister, Mr P. C. Sethi, yesterday offered to refer the river waters dispute in the violence-racked state of Punjab to a tribunal for arbitration but made this contingent on an overall settlement of the Sikh demands.

Mr Sethi made the offer while replying to a debate in the upper house of Parliament. The river waters dispute is one of the main issues over which the Sikhs are agitating and the Government has hesitated so far to make any commitment on it as the interests of adjacent states are involved.

The Government has now made a gesture but it remains to be seen how far this is taken by the Sikhs' Akali Party, as the party is being pressured by the extremists to reject any negotiations with the Government.

Mr Sethi again asked for a negotiated settlement of the Punjab tangle but made it clear that the Government would never accept the demand for Khalistan, the separate Sikh homeland sought by the extremists.

There was trouble again in the north-eastern flank of India when paramilitary forces of Bangladesh and India exchanged fire across the border for the second time in less than a week.

An Indian spokesman said intermittent firing continued all day and that three Indian security men were injured. The firing is said to have been started by Bangladesh rifles personnel to prevent Indian workers from erecting a fence along the border.

The fence is being built all along the Indo-Bangladesh border by India at a cost of \$37m to check illegal immigration into Assam.

## ADB studies Indian loans request

By Peter Montagnon in Amsterdam

INDIA'S application to borrow from the Asian Development Bank is likely to be one of the most important talking points at this year's annual meeting which opens here today, Mr H. Onno Ruding, Dutch Finance Minister, said yesterday.

Mr Ruding, who is to chair the three-day meeting, told a Press conference that although no decisions have yet been taken on the amount and timing of Indian loans, they could be "very important to the bank because of the size of the country."

Coupled with the potential admission of China to membership of the bank, large scale borrowing by India could radically increase the size of its operations. Last year the ADB approved loans of \$1.88bn (£1.35bn), making it relatively small by regional development bank standards.

India has not borrowed from the bank before but is now seeking finance because of an expected shortfall in loans from other sources, notably the International Development Association (IDA), Mr Ruding said.

## Sadat associates dropped from Mubarak party lists

BY CHARLES RICHARDS IN CAIRO

PRESIDENT Hosni Mubarak of Egypt has continued the gradual process of change within his National Democratic Party by dropping some of the leading personalities of the Sadat era from the party lists to contest the parliamentary election on May 27.

As party chairman, he personally took charge of vetting the lists in the 48 electoral districts to give younger candidates a chance.

Twenty-five members of the People's Assembly are excluded, including 11 former ministers, most dropped in Cabinet reshuffles earlier during Mr Mubarak's two-and-a-half-year presidency.

They include the former prime minister, Dr Mustafa Khalil, who retains a senior party post, the former speakers of the People's Assembly, Dr Suif Abu Taleb and Sayed Marzi—the latter related by marriage to the Sadat family—a former deputy prime minister, Fikri Makram Obeld, and the unpopular former interior minister, Nabawi Ismail.

It is not clear how many, like the promising former Information Minister Mousour Hassan, chose not to stand and how many were weeded out by the president.

The Minister for Parliamentary Affairs, Muhammad Rashwan, does not appear in the lists. He has been seen by the opposition as being against the extension of democratic freedoms in Egypt.

To counter this clearing process, a number of senior personalities closely associated with the late president and his policies, including the Prime Minister, Dr Fuwad Moheiddin, and the multi-millionaire businessman Osman Ahmed Osman, are prominent on the lists.

All the five parties contesting the elections had 10 days in which to declare their lists, but waited until the last minute before doing so.

Under Egypt's new electoral system, a modified form of proportional representation, prospective candidates have to belong to a party.

The NDP lists do include a number of ministers for the first time. Under the Egyptian system of government, ministers may be appointed from outside parliament although they are answerable to it, and many are contesting the elections for the first time.

## Iraq minister visits Moscow

By Richard Johns

A RESCHEDULING of payments for Iraq's weapons purchases from the Soviet Union is believed to be the main purpose of a visit to Moscow by Mr Taha Yassin Ramadan, First Deputy Prime Minister.

On his departure from Baghdad yesterday Mr Ramadan was quoted by the official Iraqi news agency as saying the visit was aimed at improving and expanding bilateral relations.

Iraq has received substantial deliveries of arms including T-72 tanks and Skud ground-to-ground missiles as a result of the rapprochement begun at the end of 1982 and consolidated last November by the visit to Moscow of Mr Tareq Aziz, Iraq's Foreign Minister.

## Quarrel splinters Beirut peace

By Nora Boustany in Beirut

A MULTI-FUNCTIONAL security committee met yesterday in a bid to resolve a quarrel over the boundaries of deployment of a 1,500-man buffer force policing neutral zones between combatants.

A dispute over who should remain in the Primo-Sodeco axis straddling the demarcation line separating East and West Beirut led to artillery and rocket propelled grenade exchanges on Easter Monday, killing one Lebanese gendarme.

The violence killed three other people and wounded many others. The Christian militias of the Lebanese forces and Lebanese Army regulars fighting on the eastern side of the mid-city Green Line refused to vacate their Primo-Sodeco after they had agreed to do so.

## Call for inquiry into killings

TEL AVIV - Israeli newspapers, joined by two opposition politicians, renewed their demands yesterday that authorities reveal how two Palestinian bus hijackers were killed earlier this month.

Official reports of the commando operation on April 13 that freed more than two dozen hostages aboard an inter-city bus say two of the terrorists were killed immediately when the bus was stormed while the two others were wounded and died later.

But photographers on the scene took pictures of at least one handcuffed man, who did not appear injured, being led away from the bus after it was stormed.

Journalists later showed one of the photographs in the Gaza Strip to friends and family of one of the hijackers, who identified him as AP

# AMERICAN NEWS

## Six killed as food riots strike Santo Domingo

SIX PEOPLE, one of them a policeman, were killed in Santo Domingo on Monday when security forces fired at rioters looting supermarkets in a protest against rising food prices in the Dominican Republic, police said.

They said the six died as police and troops fired into crowds which had sacked and burned four supermarkets in the capital. Dozens of smaller stores were also looted.

Troops were called in to reinforce police and more than 300 people were arrested, police said. Most shops in the capital and other large cities closed as word spread of the violent protests — the worst seen in this Caribbean nation in 10 years.

The protests came less than a week after the Government increased prices of some basic foodstuffs by 50 per cent to comply with terms set by the International Monetary Fund (IMF) for renewal of a \$450m loan.

The Government of President Salvador Jorge Blanco made no immediate comment on the rioting, which came as an IMF team was negotiating details of the loan sought by the Dominican Republic to help ease a \$2.6bn external debt. Reuter

## Fresh strike threat by Bolivian trade unions

BY HUGH O'SHAUGHNESSY

THE BOLIVIAN COB trade union confederation is threatening to call its members out on a general strike tonight in protest against the austerity measures decreed earlier this month by President Hernan Siles Zuzo. The measures included rises in the prices of staple foods, petrol and transport which range from 110 to 600 per cent.

The strike, which was originally called for Monday, was suspended amid rumours of a military coup. A garrison at Robort in the remote eastern area of Bolivia was reported to have risen against the Government on Monday but the insurgents appear not to have been backed by any other military units.

Meanwhile a consignment of 2,000 French machine pistols is under military guard at the airport at Santa Cruz. The 148 packing cases, labelled "food," were destined for the Bolivian police but General Arnaldo Pinto, head of the fifth division in the city, has demanded that the arms be turned over to the armed forces.

An emergency meeting of the international financial institutions is being called in Washington this month to seek \$200m in emergency financial aid for the Siles Government to tide it over until a formal stand-by arrangement with the Government and the International Monetary Fund can be agreed.

**INTERNATIONAL GUIDE TO THE ARTS**  
every Friday in the Financial Times

# American Airlines announce the M23 extension.

These days there is no faster way to get to anywhere in America's South West.

Proceed any day of the week down the M23 to Gatwick (or get the fast train from Victoria).

Get an American Airlines non-stop flight to Dallas/Fort Worth, filter through our quick and efficient customs and immigration and take any of the 35 convenient connections to anywhere in the South West from Los Angeles to Oklahoma.

If you stopover en route in Dallas/Fort Worth you'll find all of America at your disposal via our unique hub system.

Over 270 flights radiate out of Dallas/Fort Worth daily to more than 70 destinations.

It makes flying easier than catching a bus.

Of course, should you start your journey by taking the M4 to Heathrow you may find yourself in a bit of a jam because although many illustrious airlines fly out of Heathrow to the USA, not one of them flies non-stop to Dallas/Fort Worth.

For further information: contact your travel agent or ring American Airlines on 01-629 8817.

**American Airlines**

Brighton

- Gatwick
- Acapulco
- Albuquerque
- Atlanta
- Austin
- Corpus Christi
- Dallas/Fort Worth
- Denver
- Harlingen
- Houston
- Las Vegas
- Little Rock
- Los Angeles
- Lubbock
- Memphis
- Mexico City
- Midland Odessa
- Nashville
- New Orleans
- Oklahoma City
- Orange County
- Phoenix
- Portland
- Reno Tahoe
- Salt Lake City
- San Antonio
- San Diego
- San Francisco
- Seattle
- Tucson

Please turn over

**MONTE**

Proud addition to a famous fleet family...

More and more fleet owners are finding that only Kenning provide the choice they need and the value they demand. So it's no surprise to find the great new Montego in Kenning's great fleet family! Best of all, with eight Montego models to choose from, you're sure to get a Kenning fleet deal that never. Talk about it with Gordon White on Freephone Kenning and see for yourself what the Montego has to offer.

Metro, Maestro, Acclaim, Rover... AND MONTEGO, THE CAR THAT PUTS THE DRIVER FIRST.

**KENNING FLEET SALES DIVISION**

Minor Offices, Old Road, Chesterfield S40 3QT. Telephone: 0246 77241

YOU CAN WITH KENNING!

UK NEWS

# Scargill rejects talks on phased pit closures

BY OUR INDUSTRIAL STAFF

MINERS' UNION leaders made clear yesterday that they would not be entering into any talks on a revised timetable for pit closures. In doing so they ruled out hope of an early break in the deadlock in the dispute over pay and pit closures, which is now in its seventh week.

Mr Ian MacGregor, chairman of the National Coal Board (NCB) offered what appeared to be the first signs of concession when he told two mine management unions at a coal industry committee meeting that he was prepared to consider phasing his programme of cuts over a longer period than originally specified. The NCB had demanded 20,000 redundancies and the loss of some 4m tonnes of capacity over 12 months.

Mr Arthur Scargill, president of the National Union of Mineworkers

(NUM) said yesterday, however, that he would not be present at a meeting today of the industry's consultative council when a revised timetable is expected to be discussed.

"The union is not prepared to discuss any reduction in manpower or pit closures. We are interested in expanding the industry, not contracting it," he said.

The union leadership received a setback yesterday in its attempt to intensify strikes in the coalfields. In the Nottinghamshire coalfield, miners at seven pits went to work in spite of their union's national conference decision to call all members out on strike.

There was heavy picketing of pits and police reported some arrests. A threat to production at the huge Ravenscraig steel works in central Scotland was lifted yesterday when dockers agreed to unload vital supplies of coal on the Clyde from a British-registered ship. At the weekend, dockers supporting the miners refused to unload American coal from a Liberian-registered ship.

Mr Neil Kinnock, the Labour leader, yesterday attacked the Government for its role in the coal dispute and called for a reappraisal of the industry's future, Margaret van Hattepa writes.

Speaking at a by-election rally in Wales, Mr Kinnock accused Mr MacGregor of "negotiation by newspaper." It reports of his willingness to slow down the programme of pit closures were justified, they were welcome, he said. But "false hopes, winks and nudges" would only embitter and prolong the dispute by injecting extra distrust.

# Centimetre passes its screen test

By Guy de Joux

ONE OF the last bastions of Britain's measurement system is about to fall. Under pressure from the law, international harmonisation and technological progress, the inch is soon to be replaced by the centimetre as the standard measure of television screen size.

The change, after legal action by UK trading standards authorities, is intended to provide a more accurate description of the diagonal dimensions of television screens. But plans for its introduction are so complicated that some in the industry fear that it will confuse the public.

Televisions will soon be relabelled with measurements in inches and centimetres. While the inch measurement will refer to the overall tube size, the centimetre figure will describe the visible picture, which is usually about 1/4 inches (3.8 cm) smaller.

The dual system is expected to last for some years, but it will not apply to a new generation of television sets due to go on sale in the next 12 months, whose screen sizes will be measured only in centimetres. The new sets, which are expected to cost 10-20 per cent more than existing models, will contain a so-called Flat Squared Tube, which will provide a fuller picture with less glare. It is also said by makers to be more attractive to look at when the television is switched off.

Just to complicate matters further, the Flat Square Tube will be neither flat nor square. Its screen will still bulge - although by less than an ordinary tube - and will have the same rectangular shape.

It was prompted by two recent developments. First, trading standards officers have cracked down on the industry's practice of giving the size of a television's tube rather than its visible picture area. They say it violates the Trade Descriptions Act. Second, television tube makers have an international agreement to adopt the diagonal visible picture as the standard measurement of screen size.



# Coanda flares win Queen's Award



Kaldair's INDAIR and MARDAIR Flare Package on BP's FORTIES 'C' Platform

The engineering innovation in Kaldair Limited's INDAIR and MARDAIR Coanda flares has been recognised in the 1984 Queen's Awards for Technological Achievement.

Kaldair has revolutionised gas and liquid hydrocarbon waste disposal in oil and gas production by the development and marketing of these flares.

Millions of pounds have been saved in capital and operating costs, particularly in arduous geographical locations such as the North Sea. If conventional flares had been used in these North Sea installations, the additional design complexities would have resulted in a considerable increase in overall project capital costs.

The flares utilise an aerodynamic phenomenon, the Coanda effect, named after its discoverer, Henri Coanda, to entrain and mix large quantities of air with the waste stream. Burning this mixture is safe, reliable and, above all, very efficient. Therefore, smoke production, common place with conventional flares, is eliminated and the heat radiated by the flame is two or three times lower than produced by conventional flares. Thus, the flares can be safely located much closer to working areas on offshore platforms and huge savings in structural costs are achieved.

Kaldair's flares can be found, both onshore and offshore, worldwide. Installations are found widely in the North Sea; in the USA; in the Indian Ocean, South America, Africa; the Middle East and Australasia.

**Kaldair Limited**  
Astronaut House, Hounslow Road, Feltham, Middlesex, TW14 9AD.  
Tel: 01-751 6191 Telex: 938671

# Observer deal hinges on 100% control

Financial Times Reporter

MR ROBERT MAXWELL, chairman of British Printing & Communications Corporation, said yesterday that he was interested in buying the Observer newspaper only if he could secure 100 per cent ownership. He spelled out his terms to Mr Roland "Tiny" Rowland, head of Lornho, the Pan-African trading group which owns the Sunday paper, when the two men discussed a possible deal over breakfast at Claridge's, the London hotel.

Mr Maxwell's insistence on total ownership could delay or even prevent a deal being struck. Lornho owns 80 per cent of the Observer while the balance is held by the paper's former owners, Atlantic Richfield of the U.S.

"Tiny indicated that he is prepared to sell, but we haven't come up with a deal," Mr Maxwell said after the talks ended.

The offer to sell follows Mr Rowland's public dispute with the Observer's editor over a story he wrote about alleged atrocities in Matabeleland, Zimbabwe. Lornho has extensive interests in Zimbabwe.

# Public spending view damaging, says TUC

BY MAX WILKINSON, ECONOMICS CORRESPONDENT

THE GOVERNMENT'S Green Paper discussion document on the future of public spending, issued at the time of the budget, was condemned by the Trades Union Congress (TUC) yesterday as being misconceived and damaging to Britain.

The TUC said the strategy outlined implied substantial cuts in public services other than defence. "The consequences in terms of poverty, inequality and the undermining of essential services would be appalling." It said such policies would create a society in which the description "private affluence and public squalor" would properly be applied.

The Green Paper suggested that after adjusting for inflation, public spending would need to remain roughly unchanged over the next 10 years, if the Government were to succeed in its strategy of cutting public borrowing and tax rates.

However, the TUC argued that a balanced expansion of public spending, by reducing unemployment and increasing the number of taxpayers, would avoid a massive increase in the tax burden. It rejected the argument that an

increase in public spending would take away national resources from private enterprise. While it said there had to be a limit to the amount of public spending, there was at present no shortage of labour or of plant and equipment.

It added that the restraints on public spending stemming from the Government's medium-term financial strategy were artificial and self-imposed, while the Green Paper failed to provide any analysis of the way in which public spending "can play and has played in the pursuit of economic and social goals."

The TUC said there would be strong demands for increased spending if progress were to be made in alleviating poverty.

It said the Green Paper showed that public spending rose as a proportion of national output over the last 20 years, but it believed the trend had been continuing for much longer.

In the 1940s it was argued that public spending of more than 25 per cent of gross domestic product would spell ruin. However, the present proportion was more than 40 per cent.



If you can afford to stay anywhere, you can't afford not to stay here.

No matter how much you pay elsewhere, you won't be able to find what you can at our best resort hotels. Not only the luxurious rooms, fine food and impeccable service you expect, but all the joys for the heart and mind that are only found in Spain.

The art, the architecture, the music and crafts and

the food and wine you'll discover will make your holiday unforgettable.

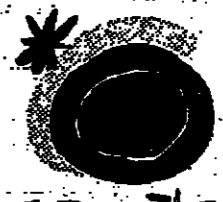
Among your happiest discoveries will be the hotel you choose. In Spain, you'll find the perfect place, no matter what your taste. Castle hotels hundreds of years old, sparkling new hotels to rival the world's best, beachside hotels that

invite you with casual elegance, city hotels that preserve the grand tradition of a more gracious age. All are here, waiting for your pleasure.

The Spanish tradition of hospitality, a deeply-rooted civility and courtesy, will make your stay with us all you had hoped it would be.

Everything made easy for you.

The only difficult thing will be choosing your hotel, because the choice is one of the widest in the world, with more kinds of wonderful places to stay than anywhere under the sun.

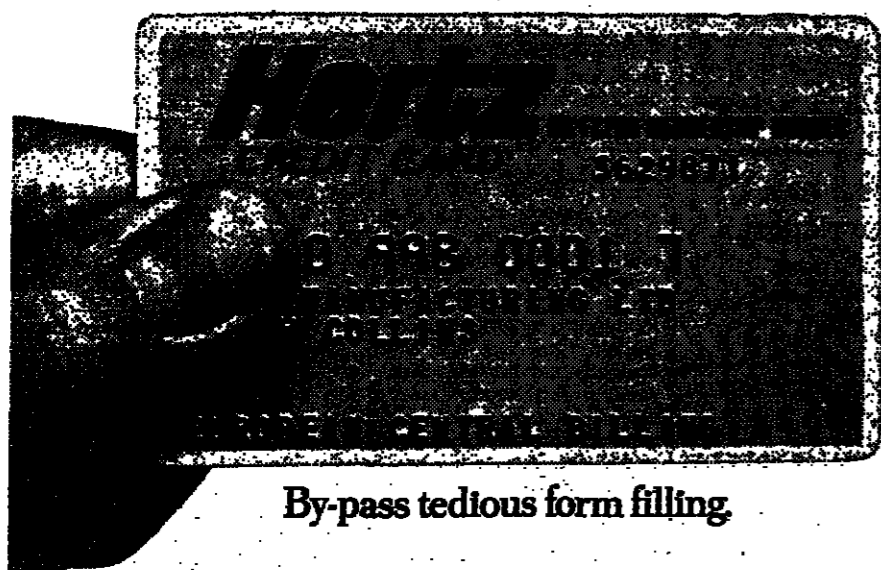


Spain. Everything under the sun.

# On your next business trip, try these short cuts.

With a rented car, your biggest hold-ups aren't always in traffic.

They can hit you as early as the rental desk. Or the car park. Or the road out of the airport.



By-pass tedious form filling.

And bearing in mind that time is money, we see it as our job to speed things up at every turn.

Your pick-up point seemed a good place to start.

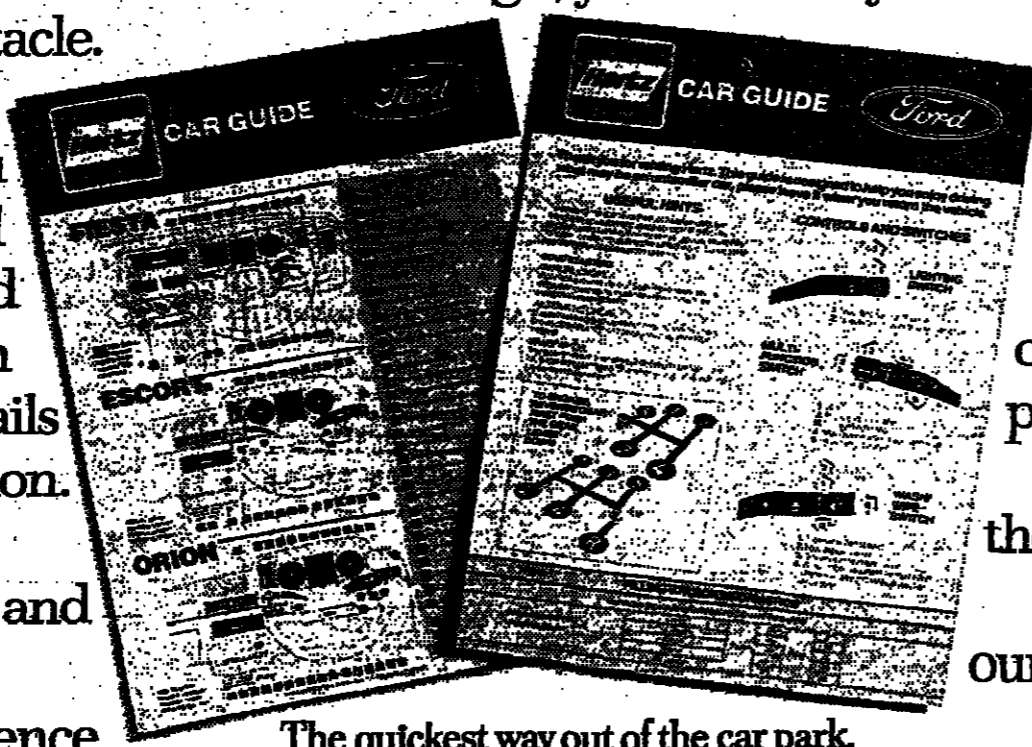
Who wants to waste time watching agreement forms filled in? (Especially when your schedule's a tight one.)

As a member of our No.1 Club though, you can easily skirt this little obstacle.

Quote your number when you book your car and our computerised reservation system transfers your details to the rental location.

All the paper work's then ready and waiting for you.

Show your licence and your charge card, a quick signature and away you go. It's as close as you'll get to a Le Mans Start. Providing



The quickest way out of the car park.

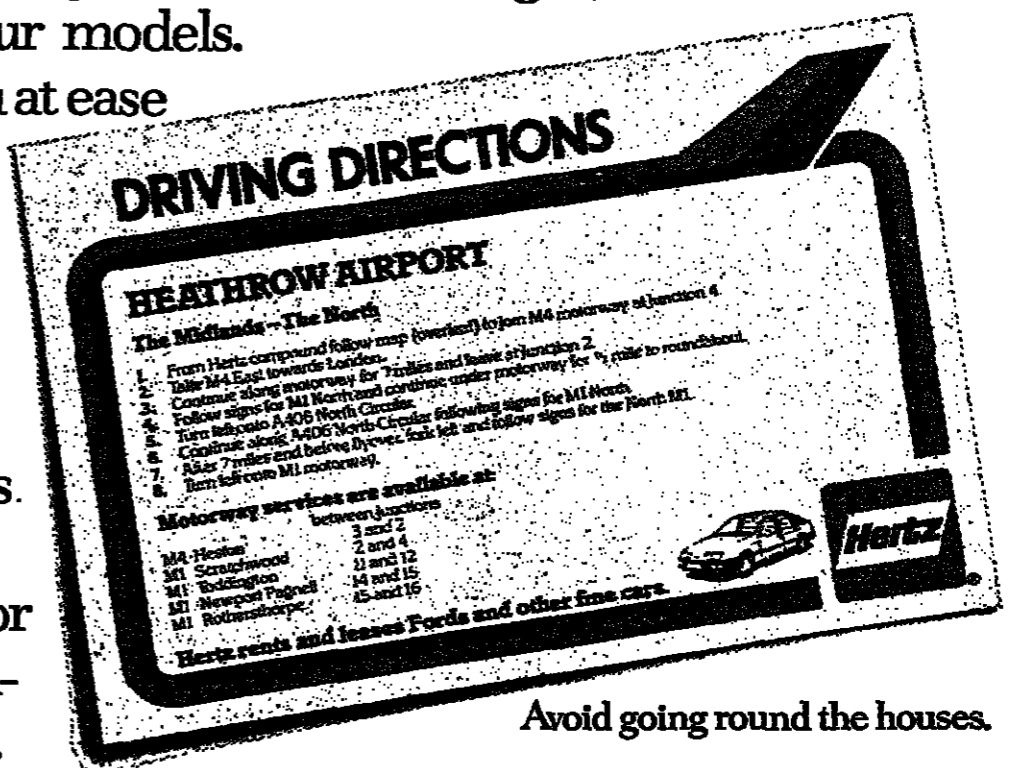
of course, you know how to start your car.

If it's all new to you, you'll waste precious minutes trying to figure things out.

A good enough reason, we thought, to include a car guide in all our models.

It'll put you at ease

right away. Giving you a run-down on the controls. And anticipating difficulties like finding reverse, interior lights or wind-screen wipers.



Avoid going round the houses.

In the same way, we've tried to anticipate any navigational delays.

(Hampton Court Maze has nothing on the roads leading out of some airports.)

So at every major British airport now, we hand out a set of driving directions: carefully worded pointers to the main roads you're likely to need.

As our new slogan says, 'It's all part of the service.'

For more information ring any of our Reservation Centres.

You'll find their numbers below.

Why go the long way round when you can come to Hertz?



It's all part of the service. HERTZ RENTS AND LEASES FORDS AND OTHER FINE CARS.

COMPANY NOTICES

UNILEVER N.V. Rotterdam The Netherlands ANNUAL GENERAL MEETING OF SHAREHOLDERS On Wednesday, 25th May 1984 at 10.30 a.m. in the "Kluis Zaal" of the "Concertgebouw de Doelen", Rotterdam

NOTICE TO HOLDERS OF BEARER DEPOSITORY RECEIPTS (DRS) IN DAI NIPPON PRINTING CO. LTD. DRS holders are informed that the Dividend for the year ended 31st December 1983 is Yen 5 per share.

THE THRASIS PUBLIC LIMITED COMPANY NOTICE IS HEREBY GIVEN that the Annual General Meeting of the Company will be held at the offices of the Company on Wednesday, 25th May 1984 at 10.30 a.m.

UNILEVER N.V. ORDINARY SUB-SHARES OF FL 12 ISSUED BY N.V. NEDERLANDSE ADMINISTRATIE-EN TRUSTMAATSCHAPPIJ B.V. NOTICE IS HEREBY GIVEN that the Annual General Meeting of the Company will be held at the offices of the Company on Wednesday, 25th May 1984 at 10.30 a.m.

ENTE NAZIONALE PER L'ENERGIA ELETTRICA 7 1/2 PER CENT 1971-1986 LOAN OF EUROPEAN CURRENCY UNITS NOTICE IS HEREBY GIVEN to bondholders of the Ente Nazionale per l'Energia Elettrica.

CLASSIFIED ADVERTISEMENT RATES Table with columns for Per Line, Single Column cm, and Minimum. Includes categories like Commercial and Industrial Property, Residential Property, Personal, etc.

Motor Cars

FOLLETT PORSCHE OFFICIAL PORSCHE CENTRES. The name behind the name. Mayfair Showroom, 18 Berkeley Street, W1. Tel 01-629 6266.

SAAB A MORE INDIVIDUAL CAR FOR THE MORE DISCERNING INDIVIDUAL LEASE... HP... CONTRACT HIRE... OR EVEN CASH! Ring CHRIS PERRETT 01-346 6697

MOTORTUNE 236 Brompton Road, London SW5 Tel: 581 1234. Most models available for immediate delivery.

THE WOODBRIDGE COLLECTION FORD ESPIR A 1.6, one owner, low mileage, full spec, with most extras.

Altwood (0628) 74445 45A 2500 Special Series 222.999. 45A 2500 Special Series 227.999.

BROADFIELDS THE LONDON RANGE ROVER CENTRE Standard House, Southfields, W15. Tel: 01-449 7301.

AUDI CENTRE Most models available for immediate delivery. LISTS OF COVERTY TEL: 020 8855.

WOODBRIDGE GARAGE Moseley, Birmingham 021-449 4227

NEW Land Rovers - Range Rovers ALL MODELS AVAILABLE. We undertake to quote any special.

Burlington LANCIA IN LONDON EVERY MODEL IN STOCK 01-267 7531

Bramley (0483) 898159 Require low mileage quality cars for outright purchase.

NEW CARS TOP DISCOUNTS Without importing immediate delivery.

8% FINANCE ON ALL Vauxhall Novas and Chevettes. HAMILTON MOTORS 01-723 0022

LEASING AND HIRE GO PERRY'S LEASING? CONTRACT HIRE? HIRE PURCHASE? which is best for YOU?

A NEW FORD FIESTA From £28.96 p.w. and only £700 deposit.

Malaya OFFICIAL CENTRE BELTING, SHIRTS, SUITS 040 381-3344

VOLVO 41-47 St. John's Wood Road, NW8. Lex Brookland 01-266 6151

RFO Ltd THE WAY TO GO FOR YOUR LEASING. CONTRACT HIRE. FLEET SUPPLY.

MIDASWAY VEHICLE CONTRACTS CASH PURCHASE ALL FORMS OF H.P. & LEASING.

NEW HONDA CARS Immediate Delivery. Finance Leasing and Lease purchase.

Holidays & Travel OVERSEAS P&O-THE FAR EAST TRAVEL EXPERTS.

Residential Property SWITZERLAND ATTENTION FOREIGNERS. On MAY 20TH it will be decided by REFERENDUM.

AMERICAN EXECUTIVES seek Luxury Furnished Flats or Houses up to £500 per week.

THE HOLY LAND JERUSALEM - GALILEE TEL AVIV by scheduled EL AL or BA.

FLIGHTS COLUMBUS THE WORLD'S BEST CITY. Round the World.

Restaurants, Food & Wine MAHARANI INDIAN RESTAURANT ESTABLISHED OVER 27 YEARS.

PRIVATE INVESTORS Do you have your own London Stockbroker?

UK HOTELS Armathwaite Hall Hotel BASSENTHWAITE, KESWICK.

Announcements UNIVERSAL EVENTS The top class entertainment specialists for top brass executives.

MEDITERRANEAN GARDEN Comprising Italian Restaurant and Greek Taverna.

GENEVA FULL SERVICE IS OUR BUSINESS. Law and taxation, Multilingual services.

Clubs EVE has outdone the other beauty of a policy for the club and for money.

Art Galleries MARYN GREGORY, The Overland Hotel, 42-44, Strand, London WC2R 3EP.

Personal REQUEST: Ann Dameron, 730 Mowbray Rd. Dundas, Ont., Canada.

Viking Resources International N.V. Curaçao, Netherlands Antilles. In the Annual General Meeting of Shareholders.

UK NEWS

Sinn Fein reaps the benefits of a home-grown product

ASK ANY of the participants in the New Ireland Forum why the British Government should take their efforts seriously and you are likely to be told: "because if they don't, the Provos will take over in the north."

The New Ireland Forum is due to report next week. It was set up last year by some political parties in the north and south of the country in an attempt to reconcile aspirations to Irish unity with present-day Ireland.

and poorly equipped, but their meticulously kept files reveal an impressive record of persistence, tracing months of bagging with landlords or chivvying the housing executive on a particular case, with each page call noted.

What is clear, however, is that Sinn Fein are attracting young people in a way none of the other parties appears able to match; that their workers are building up an intimate knowledge of the area, its families and their problems; and that the Sinn Fein/IRA image is becoming more ambiguous than ever.

Significantly, Sinn Fein sees its entrée to southern politics not on the constitutional question but on social issues. In Dublin, for example, it has become active in the campaign to conquer the city's massive heroin problem.

In the north, Sinn Fein is doing better, though West Belfast is still its only stronghold. In order to establish itself as the voice of northern nationalism, Sinn Fein would have to capture most of the council seats in a wide arc from Derry in the north west through

West Belfast, however, is different. This was never a strong SDLP area. Its former MP Gerry (now Lord) Fitt held it for years with a large personal following but he never managed to establish a strong party presence.

as the SDLP has - that electoral loyalty based on constituency case work is an ephemeral thing and that its electoral performance will depend on factors outside its control.

The main factor is likely to be whether steps are taken to convince the nationalist community that Northern Ireland is their state too, and that they have as much of a role in strong party presence.

These are all problems that exist in some cases more severely - in many parts of Britain and Ireland. The difference is that there, the focus of resentment is diffuse - the council, the police, the Prime Minister, the rich, the bureaucracy - but in West Belfast's Catholic ghettos it is concentrated on one target: the "Brits".

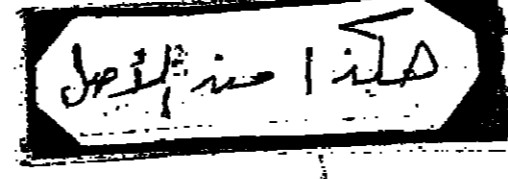
The advice centres are shabby and the staff - mostly in their mid-twenties - appear to have few illusions about how much they can achieve in practical terms. One centre claims to be on good, first-name terms with the nearest health department centre. Mostly, however, the Sinn Fein workers say it is uphill all the way in dealing with government departments.

What is clear, however, is that Sinn Fein are attracting young people in a way none of the other parties appears able to match; that their workers are building up an intimate knowledge of the area, its families and their problems; and that the Sinn Fein/IRA image is becoming more ambiguous than ever.

Though members deny having any direct involvement in the activities of the IRA, they insist that support for the party implies support for the paramilitaries, and that votes for the party will be presented in that light. Yet even the church refuses to take this at face value.

Cardinal Tomás O'Diaich, in a much-criticised comment on Irish television earlier this year, said a person could be morally justified in joining Sinn Fein if he did so for the right reasons - such as involving himself in their community activities. Only a tiny minority of those who voted for Sinn Fein, he added, voted consciously in support of the armed struggle.

Walker, Crips, Weddle, Beck & Co., have been established as stockbrokers in London since 1914. We deal for a wide range of clientele and believe fervently in the importance of a personal service.



# Every month 1,000 companies go bust. You can't always blame the economy.

According to a recent report in a financial newspaper, companies go to the wall for all manner of reasons.

In many cases the economy has little to do with it.

Those popular whipping boys, the Government and the unions, don't even get a mention. Nor should we automatically point the finger at the EEC or the microchip.

For the most part, the bald truth is that when companies get into trouble they have only themselves to blame.

Mismanagement of stocks. Lack of capital. Setting up in the wrong location. Lack of trust and communication between managements and their accountants. Too rapid and under-researched expansion. Old-fashioned production techniques. And so on.

The same blunders crop up time and again.

How do level-headed, hard-working businessmen get themselves into such a jam?

#### HOW MISTAKES ARE MADE.

In our experience, it's not just that managements make the wrong decisions.

Increasingly they are making decisions too late.

Usually because they are short of information.

Or the information is in the wrong form. Or it's in the wrong place.

What this calls for, we believe, is nothing less than a root and branch reorganisation of working procedures.

And a lot of companies agree with us.

Over 200 of them in Britain are already using Hewlett-Packard office systems to improve their productivity.

Be under no illusions. This goes much further than a computer for the accounts department and a word processor for your secretary.

It's a way of making available at a moment's notice every scrap of information you need to make decisions.

#### A BETTER WAY OF WORKING.

We'll provide you with the means to create, revise, store, print, retrieve and distribute letters, reports, mailing lists, graphs and charts without moving from a desk or lifting a telephone.

And this refers to material stored not just ten floors below but written five minutes ago in an office on the other side of the world.

Effectively, almost every task your staff perform can be speeded up.

#### WHERE DO YOU START?

First you have to decide what needs to be done.

And that depends on your type of business, the number of people you employ and how many computers you have already.

(Incidentally, Hewlett-Packard computers are compatible with other makes of computer, so we can usually incorporate those you are currently using into our system.)

Initially, we like to explain in general terms the service we provide.

We'll then invite you to our international headquarters in Berkshire to discuss specific applications and see all our products in action.

It's much more than a demonstration.

Our own business procedure is built around an Office Automation System, enabling us to test everything we make in a real working environment.

(Not the case with all our competitors. They don't always practise what they preach.)

Next we like to spend two or three days looking at the way you

work, studying your office layout and talking to your staff.

Up to this point it won't have cost you a penny.

If you wish to take things further, we'll carry out more studies and present our findings in the form of an analysis report.

In this report we commit ourselves to assessing both the short-term and long-term benefits your company will derive from employing Hewlett-Packard.

With our reputation clearly on the line, you can bet we make sure we get it right.

#### WHAT FORTUNE SAID ABOUT HEWLETT-PACKARD.

In the United States we are known as one of the pioneers of computer systems.

In a recent poll, readers of Fortune Magazine placed us ahead of our rivals on a number of counts: the quality of our products, the service we provide, new ideas and our ability to attract and keep the most talented people.

We came to Britain twenty years ago, since when we've quietly established ourselves as a leader in Office Automation Systems.

We have training and support personnel in 25 service centres in Britain. They are on call twenty-four hours a day, seven days a week.

Sooner or later, all companies will get around to investing in Office Automation.

The worry is that your competitors may have decided to do it sooner.

Either phone us on 01-935 6109 during office hours or telex our Office Automation Programme Manager, on 848805.

Or for your information pack, write to Enquiry Section FT2, Office Automation Systems, Hewlett-Packard Limited, Eskdale Road, Winnersh, Wokingham, Berkshire RG11 5DZ.

 **HEWLETT  
PACKARD**



THE MANAGEMENT PAGE

EDITED BY CHRISTOPHER LORENZ

WARTSILA, best known as a builder of luxury cruise ships — it is currently completing the 45,000 ton Royal Princess for F&O Cruises — will tomorrow become the first Finnish company to be listed on the London Stock Exchange.

Last week's placing of around 650,000 new shares in London raised some £25m for the company. The newly issued shares had restricted voting but equal dividend rights. Shareholders recently approved an overall limit of 910,000 new shares, of which the London issue was a part.

Wartsila is not the only Finnish company keen to attract UK and other foreign investors. Amer, whose activities cover tobacco, publishing and printing, and the manufacture of ice hockey sticks, also plans to come to London. "We need a very good financial base and Finland is not sufficient for us," says Tor Stolpe, president of the company and vice-chairman of the management board.

Though the company has just raised FM 180m through a rights issue, Finland's capital markets are too under-developed and heavily orientated towards tax-free savings bonds. The group has expanded its foreign sales and facilities rapidly in recent years.

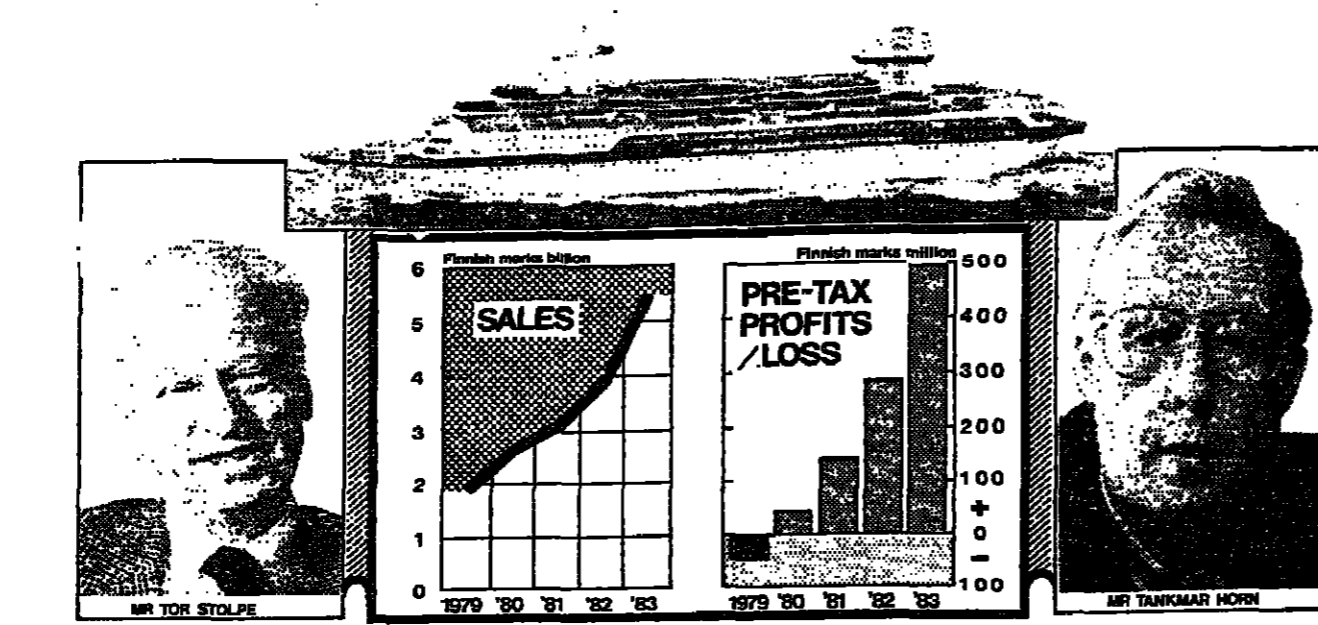
Thus, adds Stolpe, a white-haired 56-year old with pleasant, chubby features who began his career as a geologist: "It is absolutely necessary for us to go abroad. Marketing and research costs are rising as Wartsila builds up its specialised markets and moves into new areas."

As well as tapping new sources of finance — it is also listed in Stockholm, where its issue last April raised FM 57m (£7.1m) — Wartsila is keen to boost its international image. With 85 per cent of its sales abroad, the company (150 years old this month) is no stranger to foreign markets.

But until five years ago, it had no foreign plants. Now it has 13 in four countries. Most of its non-Finnish sales are to neighbouring Scandinavia (25 per cent) or the Soviet Union (28 per cent). In future, it wants to strengthen its presence elsewhere.

Though ships make up the bulk of the group's turnover, Wartsila is heavily involved in other industries. It makes machines for paper-finishing (coating, impregnating, rolling, and wrapping), diesel engines, locks and security devices, sanitary and industrial porcelain, and domestic glass and porcelain products.

While not disdaining future growth in shipbuilding where its reputation for complex



## Why Wartsila is sailing into foreign capital markets

Andrew Fisher reports on the Finnish industrial group's growing internationalisation

cruise, ice-breaking and other vessels outside the bulk cargo market is high, the group wants to build up its other activities more rapidly.

It bought Appleton Machine Company, a Wisconsin maker of paper-finishing equipment last year, as well as VingCard of Norway and VingCard of the U.S., related companies which make locks and computerised hotel security systems. Wartsila also opened a diesel engine plant in Singapore in partnership with Keppel Shipyard.

At the same time, Wartsila has continued investing in its two shipyards: at Helsinki where the cruise ships are built, as well as ice-breakers, and at Perno near Turku where ice-strengthened cargo vessels and other special vessels are built. In all, Wartsila spent FM 426m last year on capital investments and acquisitions.

To investors unfamiliar with Wartsila, such an array of activities could be confusing. But the company does not make a habit of random diversification; it claims its moves are based on well thought out strategies. "Seeing your business with the market's eyes," is how Ari Valjakka, in charge of personnel and communica-

tion, puts it. The conversation of Wartsila managers is peppered with references to strategic planning and management training.

The Appleton and VingCard/VingCard purchases both sprang from the planning process. "It was a classic textbook case," says Pekka Virtanen, head of the engineering division about the \$3m Appleton deal. Wartsila saw a need to have a paper machinery plant in the vast U.S. market, studied the market and went through a list of companies.

### 'Total concept'

It picked out Appleton and approached the company, then owned by its management and staff. The existence of a ready-made plant went down well with the company, believes Sven Bertin, in charge of planning. "We could convince them that we had a good total concept."

He adds: "It would have been impossible to proceed efficiently and so fast in our internationalisation in the past five years without a strong strategic planning process."

Since the late 1970s when the problems of the world ship-

building market affected its own operations and led to a FM 45m loss in 1979, Wartsila's results have improved sharply. From FM 42m in 1980, pre-tax profits rose to FM 493m last year. Sales in the same period soared from FM 2.6bn to FM 5.4bn, of which shipbuilding accounted for 64 per cent.

As well as the lucrative cruise market, Wartsila is heavily dependent on regular Soviet orders placed under the five-year plans. These are fixed early in the life of the plans and give the company a comfortable revenue cushion. Several orders have just been placed by the Soviet Union with Finnish yards ahead of the next plan, starting in 1986. These include two dredgers for Siberian river deltas, worth a total of FM 300m.

As Wartsila has expanded its geographical spread and built up its profits, it has developed a management structure not unlike that of many U.S. companies. Stolpe acts in the role of chief executive officer, though his title is different.

He is the driving force behind the strategic planning process, believing "it is very important to be able to combine

new theories with practical experience." Wartsila, he says, is a company specialising in solving complex problems for its customers.

This can apply to cruise ships, special Arctic vessels, or other products. "Each is a project which forces our specialists to solve a lot of new questions." But looking ahead, he adds: "We are not married to our businesses forever — we are married to making profits. We could drop some of them."

Technically senior to Stolpe, though the two men work closely together, is Tankmar Horn, chairman of the group's board of directors (a nine-man group of mainly outsiders, meeting once a month and approving major decisions) and of its four-man management board.

Stolpe thinks the group approach works well. "I do not think a company like Wartsila, in sophisticated, flexible, and difficult businesses, can be run by one man. It has to be run as a team."

Horn, tall, patrician looking, and three years older than Stolpe, agrees with his colleague. "There is a kind of broad division, with Stolpe

mainly responsible for the operations, while I am more involved with bigger individual deals."

In Finland, he has the courtesy title of Minister Horn, stemming from his days at the Foreign Ministry where he ended up as head of the trade policy division before joining Wartsila in 1969.

Horn's task, deriving from his diplomatic experience, is also to maintain links with the Finnish authorities and with the Soviet purchasers of new ships. "From my point of view, it works very well indeed," says Stolpe of the dual responsibility arrangement. "He has a lot of experience in international business and trade; I am more experienced on the practical side."

Horn is aware that investors are likely to be highly sceptical of anything to do with such industries as shipbuilding. "We hope to get the message across that though we are working in a field considered, and rightly so, to be in a crisis, individual companies can still score fairly well in that field."

Wartsila stresses that many of the ships it has built have been prototypes. "We are able to accept orders for one item and not just series," explains Horn.

The group has spent heavily on new research facilities. This year has seen the opening of a new FM 20m research plant for paper-finishing machinery.

Virtanen, soon to move to the diesel division, says the building of the paper machinery research plant was one of the most significant decisions ever made in the engineering division. It is not just bigger and better machines that are needed, he comments. "You have to build machines with which the customer can compete and make money."

Like all the divisional heads, he reports directly to Stolpe, who insists that strategic planning should take full account of alternative courses of action in case things go wrong. "It's better to see the dark clouds, before, try to analyse them, and deal with them if necessary."

Wartsila has been doing long-range planning since 1972. It was only in 1979, says Bertin, that the focus was really put on the strategic aspect. Each division and profit centre starts working out its plans and budget in the spring and hands this to the board in June. On the basis of these the group plan is drawn up, covering around five years for shipbuilding and three years for other activities.

The danger is that planning can be accepted as an exercise

in itself. Wartsila tries to get round this by seeing that not too many people, and as little bureaucracy as possible, are involved. "The strategic plan," comments Goran Andersson, who runs the locks division, "is like a balance sheet. It describes the thinking at one point in time. You expect consistency, but things can change in between."

Building up a team of energetic, flexible, and committed managers is not easy in a small country like Finland, with only 4.5m inhabitants. "Finland is really short of managers," says Horn.

Wartsila has tried hard to build on the skills and talents available to the group. It employs nearly 18,000 people, more than half in shipbuilding and including 3,000 abroad. Of the total 1,400 are graduate engineers and 1,700 technicians. The company has tried to develop so-called "conceptual skills" among its managers. Some 200 top managers have been through its main training programme, and 1,000 middle managers are about to go through a new scheme in the next three years.

### Action learning

It is also putting some managers through what are dauntingly called "action learning schemes." "We throw a person from a familiar environment to an unfamiliar environment or task, or both," explains Valjakka.

Five years ago, a group of Wartsila managers and workers, headed by Valjakka, went on an exhaustive and exhausting 16-day trip round Japanese plants, holding their own seminars along the way and honing up all the time on what they had learnt.

Beyond the walter of concepts, strategy, and training, how is Wartsila likely to fare in the years ahead? This year profits are forecast to be up, with 1985 likely to see a drop. While Wartsila expects further ice-breaker and cruise ship orders — it is to build an advanced ice-breaker for Finland — orders have peaked for the moment.

Also, the group accepted two large ferry orders for Finnish shipowners at low prices to stop them going to Japan.

"We can't accept that: the big says without work come here just to get the know-how. We had to fight for our interests and we shall fight again if forced to," maintains Stolpe. It is by no means a corporate panacea, Wartsila will not be easily dislodged from the areas in which it has well-carved niches.

## Management abstracts

Human resources accounting data and decision-making. T. A. Shmerda in Cost and Management (Canada), May/June 83, p. 41 (5 pages). Summarises the results of research studies which seem to show that the publication of human resources accounting data can affect management decision-making, for instance in job staffing and layoff decisions.

Size of organisation and attitudes to work. G. Stephenson and others in Industrial Relations Journal (UK), Summer 83, p. 28 (12 pages, table). Reports the findings from a study of companies in the printing, engineering, hosiery, and food industries, on relationships between size of organisation and workers' attitudes to their jobs; draws conclusions that, simplified, show that small is good for industrial relations and large is bad for job satisfaction.

Demystifying Japanese management. J. M. Smith in Management Decision (UK), Vol 21 No 3.

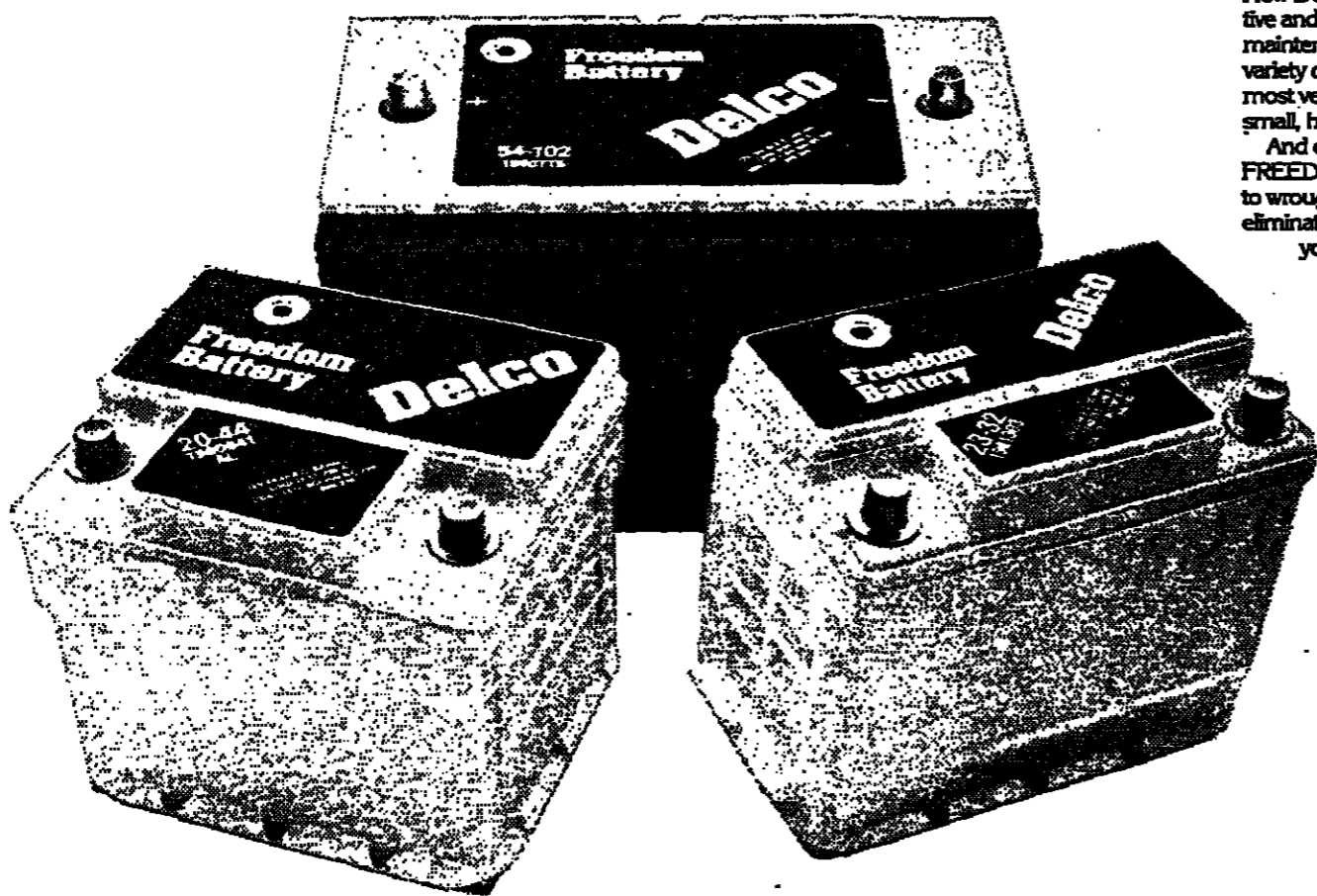
Argues that fascination with Japanese management methods and practices tends to overlook the deeply-rooted cultural differences. Examines Japanese attitudes to the organisation, the management hierarchy, business negotiations, quality control, and R&D, and concludes that what we may be able to apply is very difficult to determine. Stresses that the way the Japanese do business is based on a long historical tradition, and that they are now considering transforming their authoritarian management style into a more open and democratic one along Western lines.

Developing strategic thinking. M. Easterby-Smith and J. Davies in Long Range Planning (UK), Aug 83.

Argues that strategic ability will not blossom among senior managers unless it has been cultivated early in their careers; is sceptical about the value of formal courses — unless accompanied by a strong action element; discusses how internal management development can help give young managers exposure to strategic issues.

These abstracts are condensed from the abstracting journals published by Anbar Management Publications. Licensed copies of the original articles may be obtained at £3 each (including VAT and p+p; each with order) from Anbar, PO Box 13, Wembley HA9 8DJ.

# A great start for any design.



There's a Delco Freedom Battery for you. Now Delco Remy can offer Europe's automotive and truck designers an extended line of maintenance-free Freedom Batteries. With a variety of sizes and performances to match most vehicle applications from big diesels to small, high-performance compact cars.

And each battery has the big advantage of FREEDOM. Freedom from maintenance due to wrought lead calcium grids that practically eliminate gassing and water loss. That means you never have to add water. What's more, every Freedom Battery is built with a sealed top to prevent internal damage and contamination.

Tough, versatile automotive batteries. Delco Remy can deliver the performance plus the flexibility you need to make your design work.

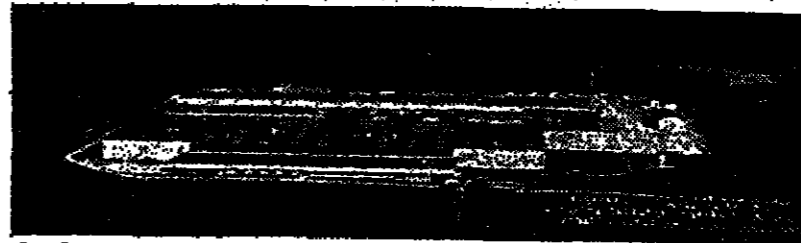
That's because Freedom Batteries come in a variety of efficient sizes that can help you trim weight and save space and fuel. Each model is also available with terminal configurations to meet your specific application requirements.

### Heavy-duty truck batteries.

Whether you need an all-around battery for trucks and buses in commercial service or extra cranking power for big diesels and cold starts, Delco Remy has a heavy-duty Freedom Battery to do it. Plus cycling models with ready reserves of standby power for extended idling uses.

Best of all, Freedom Batteries are built in Europe, for the vehicles of Europe, and for the special needs of Europe's automotive designers.

Freedom Batteries from Delco Remy. You couldn't ask for a better start for your next design. Delco Remy, Division of General Motors, Milton Keynes, England; Russelsheim, W. Germany; Gennevilliers, France; Milen, Italy; World Headquarters — Anderson, Indiana, U.S.A.



Our factory in Sarreguemines, France, is the world's newest and most modern automotive battery facility.



A world leader in automotive electrical systems.

دور اصة القصل

# ENERGY REVIEW

By Aleksandar Lebl, Belgrade Correspondent

## The high price of neglect

THE ENERGY situation in Yugoslavia is almost back to normal — that is to say no black-outs, no petrol rationing, no power reductions for industrial consumers, for the time being.

A few months ago the picture was quite different. Last year's drought, the worst in decades, hit Yugoslavia like other countries in the Danube river basin. The effect was drastic, even in the federal capital, Belgrade, whose residents were subjected to eight and a half hour power cuts on four days out of every five. In the republic of Serbia, of which Belgrade is also the capital, households were forced to cut electricity consumption by 20 per cent from the 1982-83 level. Electric power had to be imported from neighbouring countries, from France and from the Soviet Union.

The energy crisis fuelled discontent among Yugoslavs, already dissatisfied with a fall in living standards of nearly one-third in the past four years. Apparently uncertain about what to do, the federal government turned the main responsibility for action over to local emergency planning committees which themselves had no solutions to offer. Then the heavens intervened, just in time to give the Winter Olympics, held at Sarajevo in the Yugoslav republic of Bosnia, almost too much snow.

With plenty of rain and snow this spring, hydroelectric power output has increased, while the growth of consumption has fallen off in response to rising prices. The government has raised electricity prices by 50 per cent this year. But the International Monetary Fund and the World Bank, as part of their loan packages for Yugoslavia, are pushing for further increases to bring domestic prices more in line with world levels. So, of course, is the Yugoslav power generating industry.

The 1983 drought may have been the immediate cause of Yugoslavia's recent energy problems, but it was not the main reason for them. It only exposed weaknesses and shortcomings in energy policy. Indeed, many experts here believe it almost miraculous that decades of neglect of the energy sector did not show up earlier.

The main factor is that invest-



ment in hydro and thermal power plants and in coal mining has been far too low for the rapid industrialisation of the 60s and electrification of households. Yugoslavia was also very slow in adjusting to the first oil price shock of 1973-74, and as a result continued building liquid fuel power plants long after the rest of the world was switching back towards coal or gas.

Last year, when oil imports were cut to save foreign exchange, many power plants using bunker oil were idle when their generating capacity was badly needed. Indeed, idle capacity amounted to some 1,000 MW, capable of generating 6bn kWh a year, more than the total power cuts and imports last year.

Inadequate energy investment has not been for lack of funds. A major reason for the under-spending has been lack of agreement on what to build and where—the usual in-fighting between the country's eight republics and provinces which bedevils Yugoslav politics.

The classic case is the Drina River basin, the biggest in Yugoslavia and the fourth largest of its kind in Europe. Drina River hydro plants have the capacity to produce some 10bn kWh a year, even in relatively dry years, because of the many accumulations of lakes in the system. But the Drina is the border river between two republics, Bosnia-Herzegovina and Serbia: it is formed by two con-

fluent rivers, the Piva and Tara, which come from a third republic, Montenegro. For two decades now these three republics have been unable to agree on a joint programme of hydro power construction. Of a tentatively planned 25 hydro projects, only seven have been built.

The main obstacle has been the Montenegrin republican government. It wants part of the Piva and Tara water to be transferred to another Montenegrin river, the Moraca, claiming that this solution would benefit both it and the whole Yugoslav hydro system. The other two republics dispute this and object to the high cost of the solution advocated by the Montenegrins. Tripartite negotiations continue, but without an end in sight.

Another region of the country, the province of Kosovo, has ample reserves (around 10bn tonnes) of lignite of poor quality to be used for anything but power generation. Power plants totalling 6,000 MW capacity have been planned, but so far only one plant, of 790 MW capacity, has been built. Even this plant is not being fully exploited, because lignite production, running at 7.5m tonnes, is below the 10m tonnes planned.

Thus, the Yugoslav power generation industry is forecasting more cuts and blackouts, particularly when the economy, which has had stagnant industrial production for some two years, begins to recover. Specifically, the power industry

estimates that consumption will have to be cut by 2.8bn kWh this year and by 3.7bn kWh next year.

Plans exist for expanding hydro thermal and nuclear power. According to Mr Bado Pavlovic, chairman of the federal committee for energy and industry, by the year 2000 Yugoslavia should have 12,000 MW of thermal capacity, 8,000 MW of hydro and 2,000 of nuclear power capacity on stream. The construction of a further 4,000 MW capacity should be underway.

Where the money for all this will come from is not clear. It will mean devoting to energy 12-15 per cent of total investment or 30-35 per cent of industrial investment. The energy sector has been largely spared the public spending axe which the federal government has been recently wielding with IMF blessing. Yugoslavia is also getting World Bank loans for energy.

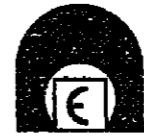
One urgent priority is to define the future shape of the Yugoslav nuclear programme. So far Yugoslavia has built only one nuclear plant at Krsko, on the Sava river near the border between the republics of Slovenia and Croatia, with equipment supplied by Westinghouse. The intention is to build a second one in Croatia, near Zagreb, but a decision has yet to be taken on the type of foreign design and equipment to buy.

Nuclear plant manufacturers from Britain, the U.S., France, West Germany, Sweden, and the Soviet Union (possibly in conjunction with Finland) have been wooing Yugoslavia for this order. But until this decision is taken, possibly by the end of 1984, the country cannot get on with its nuclear power programme.

Oil shale is considered a possibly promising energy source for the future. According to one estimate, total reserves of shale amount to some 10bn tonnes in the republic of Serbia alone, with oil content of 10-28 per cent. The largest deposits, of some 5bn tonnes, are around Aleksinac, a small town 150 miles south of Belgrade, where a pilot production plant is to start soon.

Meanwhile, Yugoslavia will have to rely on imports for a large portion of its energy needs.

This announcement appears as a matter of record only



European Coal and Steel Community

ECU 60,000,000  
6% 1984-1994 Bonds

Date of Issue : April 12, 1984  
Bonds due : April 12, 1994  
Issue Price : 100 %  
Redemption Price : 175 %  
Yield to Maturity : 10.577 %

SPAREBANKEN OSLO AKERSHUS

BANQUE INDOSUEZ

SPAREKASSEN SDS

ALGEMENE BANK NEDERLAND N.V. ANDELSBANKEN A/S DANEBANK BANK BRUSSEL LAMBERT N.V.  
BANQUE GENERALE DU LUXEMBOURG S.A. BANQUE INTERNATIONALE A LUXEMBOURG BANQUE PARIBAS  
BAYERISCHE VEREINSBANK AG. BIKUBEN CREDIT LYONNAIS DAIWA EUROPE LIMITED DEN DANSKE  
PROVINSBANK A/S DEN norske CREDITBANK (Luxembourg) S.A. FAEELSBANKEN FOR DANMARKS SPAREKASSER A/S  
ISTUTITO BANCARIO SAN PAOLO DI TORINO KREDITBANK INTERNATIONAL GROUP THE NIKKO  
SECURITIES CO. (EUROPE) LTD. NIPPON EUROPEAN BANK S.A.-LTCS GROUP POSTIPANKKI SOCIETE GENERALE  
DE BANQUE S.A. SVENSKA HANDELSBANKEN GROUP SWISS BANK CORPORATION INTERNATIONAL LIMITED  
S.G. WARBURG AND CO. LTD. WESTDEUTSCHE LANDESBANK GIROZENTRALE

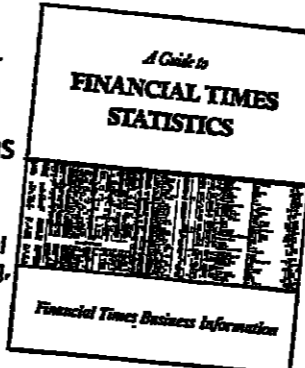
March 1984

## A Guide to Financial Times Statistics

New 1984 Edition

Price: £9.50 UK or £11/US\$19 overseas  
Prices include postage and packing.

Available from: The Marketing Dept. Financial Times Business Publishing, 102 Clerkenwell Road, London EC1M 5SA. Tel: 01-251 9321. (Mail order address only).



In war, in peace you need his help



When help is needed, please help him and his dependants

A donation, a covenant, a legacy to THE ARMY BENEVOLENT FUND will help soldiers, ex-soldiers and their families in distress

DEPT. FT. 41 QUEEN'S GATE, LONDON SW7 5HR

# Could you work in these surroundings?

Possibly the most beautiful campus style office building in the Western Corridor.



Gateway One: 157,000 square feet of super campus style offices on six floors. Winner of four architectural awards, including one for energy conservation, Gateway One is built to standards of finish and specification seldom found in competing buildings. 355 covered car parking spaces lead to an efficient reception area: from this, the office areas are approached by six high speed lifts.

Each level offers access to a superb mature roof garden. These features, as well as economic constant volume perimeter air-conditioning, Gateway One full carpeting, the ready installed ITT telephone system, the fully fitted kitchens and canteen facilities and the under floor voids for easy



access to cables combine to make Gateway One an unparalleled building, in idyllic surroundings.

Basingstoke—a thriving business centre surrounded by the beautiful Hampshire Countryside.

Gateway One occupies an important position on the Basing View Business Area. 5 minutes walk from the station and town centre, which offers superb shopping facilities. Surrounding Basingstoke is some of the most beautiful countryside in the Home Counties. Rolling farmland, pretty, unspoilt villages: Dummer, with its charming thatched cottages, Deane, Preston Candover, Upton Grey and Steventon; all ideal places to live. 2 minutes from Gateway One is junction six of the M3. To the South, less than half an hour's drive is Houghton, and the famous River Test, offering some of the finest trout fishing in the area. Further South, Portsmouth and



Southampton provide deep water ports with modern container facilities, while to the East lies London...

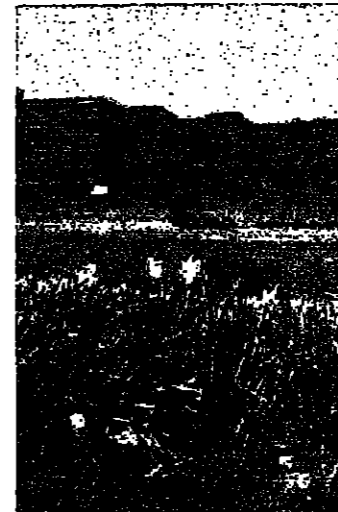


Less than thirty minutes to Heathrow... and only an hour's drive to Central London, Basingstoke is an ideal strategic site for a corporate headquarters. Road communications will be enhanced in 1986 with the completion of the M25 orbital motorway, permitting easy access to the entire national motorway network, as well as Gatwick Airport.

And you're in Good Company.

More and more international businesses are choosing Basingstoke as a corporate centre. Gateway One is surrounded by famous names: IBM, Digital, AA, Wiggins Teape, De La Rue and Sony all have major buildings on the Basing View Business Area. Basingstoke can provide skilled

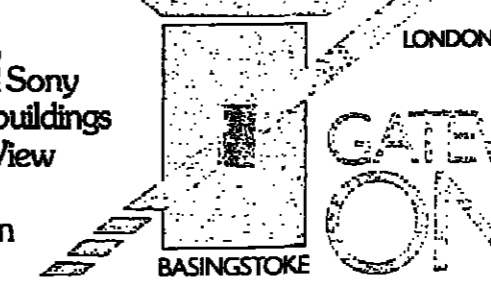
employees for any major business. And Gateway One can provide the ideal surroundings.



For further information contact Roger Dean at

**Strutt & Parker**

13 Hill Street Berkeley Square London W1X 8DL  
Tel: 01-629 7282  
Telex: 8955508



This advertisement appears as a matter of record only.

April 1984



## Red Nacional de Los Ferrocarriles Españoles

¥20,000,000,000

Long Term Loan

Guaranteed by  
The State of Spain

¥10,000,000,000  
with fixed interest rate

Lead Managed  
and Provided by

The Industrial Bank of Japan, Limited

Managed  
and Provided by

The Bank of Tokyo, Ltd.  
The Long-Term Credit Bank of Japan, Limited  
The Nippon Credit Bank, Ltd.  
The Mitsubishi Trust and Banking Corporation  
The Mitsui Trust and Banking Company, Limited

Co-Managed  
and Provided by

Canadian Imperial Bank of Commerce,  
Tokyo Branch

Westdeutsche Landesbank Girozentrale,  
Tokyo Branch

Provided by

The Dai-Tokyo Fire and Marine Insurance Co., Ltd.  
Asahi Mutual Life Insurance Company  
The Dowa Fire & Marine Insurance Co., Ltd.  
The Kyoei Mutual Fire and Marine Insurance Company  
The Nichido Fire and Marine Insurance Company, Limited

Agent

The Industrial Bank of Japan, Limited

¥10,000,000,000  
with floating interest rate

Lead Managed  
and Provided by

The Dai-ichi Kangyo Bank, Limited  
The Mitsubishi Bank, Limited  
The Sanwa Bank, Limited  
The Sumitomo Bank, Limited  
The Tokai Bank, Limited

Managed  
and Provided by

Banque Nationale de Paris,  
Tokyo Branch

Crocker National Bank,  
Tokyo Branch

Co-Managed  
and Provided by

Morgan Guaranty Trust Company of New York,  
Tokyo Office

Westdeutsche Landesbank Girozentrale, Tokyo Branch

Lloyds Bank International, Limited, Tokyo Branch  
The Yamaguchi Bank, Ltd.

Provided by

The Bank of Fukuoka, Ltd.  
The Bank of Hiroshima, Ltd.  
The Dai-Tokyo Fire and Marine Insurance Company, Limited  
The Koa Fire and Marine Insurance Company, Limited  
Marine Midland Bank N.A., Tokyo Branch  
The Nippon Fire and Marine Insurance Company, Limited  
The Shikoku Bank, Ltd.

Agent

The Sumitomo Bank, Limited

## APPOINTMENTS

### Five directors for Scandinavian Bank

Five directors have been appointed to the board of SCANDINAVIAN BANK. They are: Mr Jacob FalasHerms and Mr Per Ake Harrison, managing director and deputy managing director respectively of Skandinaviska Enskilda Banken of Sweden; Mr Paavo Laitinen, deputy chief general manager of the Union Bank of Finland; Mr Finn Strom-Gundersen, deputy managing director of Bergen Bank, Norway; and Mr Axel Rees, managing director of Skanska Banken of Sweden.

STANDARD CHARTERED BANK has promoted Mr. C. W. G. Endacott, at present chief manager, The Chartered Bank, Singapore, to the rank of general manager from May 1. He becomes general manager (group personnel) in London from that date, in succession to Mr D. A. Westerman who is retiring.

Mr Anthony Rescoe has been appointed managing director of THAMES INVESTMENT AND SECURITIES.

SCOTTISH BUSINESS IN THE COMMUNITY (SCOTBIC) has appointed two members to its governing council. They are: Mr Norman Starrock—vice president, Citibank Edinburgh and

Mr Graham Thomson—partner, Arthur Young McClelland Moores.

Mr Alan J. Harrison has been appointed general manager of the London branch of MULTIBANCO COMEREX, SINC. He was general manager of the bank's Singapore branch.

ROBERT MOSS has appointed Mr Dennis R. Stringer to the board as group marketing director. He was marketing manager,

Mr John D. Elliott has been appointed deputy chairman of BRIDGE OIL in place of Mr Maurice C. Timbs, who, at his own request, relinquishes that position but remains a director. Mrs Christine R. Campbell, who has now become a full time executive of the company and has been appointed as general manager—international operations (non-technical), has resigned as a director, and Mr Geoff F. Lord, who is a director of Elders IXL, has been appointed a director in her stead. Mr Frank P. Lowry and Mr John Saunders, joint managing directors of Westfield Holdings, have been appointed additional directors of Bridge Oil.

CHASE MANHATTAN, London-based merchant banking arm

of Chase Manhattan capital markets group, has appointed Mr Royal P. R. Mullin associate director—leasing and project finance. He was assistant treasurer with Burnham Oil.

Mr Terry Watkins—previously marketing director of the NORTHLEET GROUP, Gravesend, has been appointed managing director following the resignation of Mr Phil Search. Mr Watkins also joins the board of Maidenhead Finance, a subsidiary which specialises in leasing retail display equipment.

Mr Richard Stately, formerly with the Treasury and stockbrokers L. Messel, has been appointed an international economist with stockbrokers LAURIE MILBANK. His major areas of responsibility will be Germany, France and the Netherlands.

Mr Brian Hardy has been appointed to the board of CASTROL (a Burmah Oil company) as finance director. He is group financial controller at Unilever and will join Castrol in July.

Mr John Nye, managing director of Split Fixings, has been re-elected chairman of the POW.

DER ACTUATED SYSTEMS ASSOCIATION, Mr Ian Findlay, managing director of Hill (G. Britain) has been re-elected vice-chairman.

JOHN WALKER AND SONS has appointed Mr J. Stephen Campbell a director. He will continue as company secretary.

Mr T. E. Ashcroft has been appointed to the board of JOHN DEWAR AND SONS.

GENERAL FOODS CORP has elected Mr David Softe, managing director of GF Limited in the UK, as a vice president of the corporation. This follows the recent appointment of Mr Softe as GF's area director, Northern Europe, in addition to his responsibilities in the UK.

Mr Mike Wheale has been appointed sales director of TI TOWER HOUSEWARES. He will be in charge of sales and marketing manager.

TREBOR has appointed three chief executives—at Trebor UK Mr Jack Thompson; at Moffat Mr Frank Reed; and at Trebor Group Distribution Mr Wallace Garraud.

## CONTRACTS

### £6m North Sea work for Comex Houlder Diving

COMEX HOULDER DIVING, Aberdeen, has won contracts worth around £6m for the company's subsea inspection, construction and maintenance departments. In the inspection field, they cover inspection of platform and associated facilities for Conoco and the Murchison platform and associated facilities Heather installation. Work is being carried out using two Comex Houlder diving support vessels, the Centex at Murchison and the Uglard Comex 1 at Heather. In the southern North Sea, Comex Houlder is to undertake air diving and subsea construction work for Selpem on Conoco's Victor gas field. The work will be carried out from Selpem vessels. Still in the southern sector, Comex Houlder has secured a contract for inspection work on three platforms in the West Sole gas field. The maintenance department has won a contract from BP for air diving and associated maintenance work in the Forties field. The diving team is being deployed from the BP diving support vessel, Sulair.

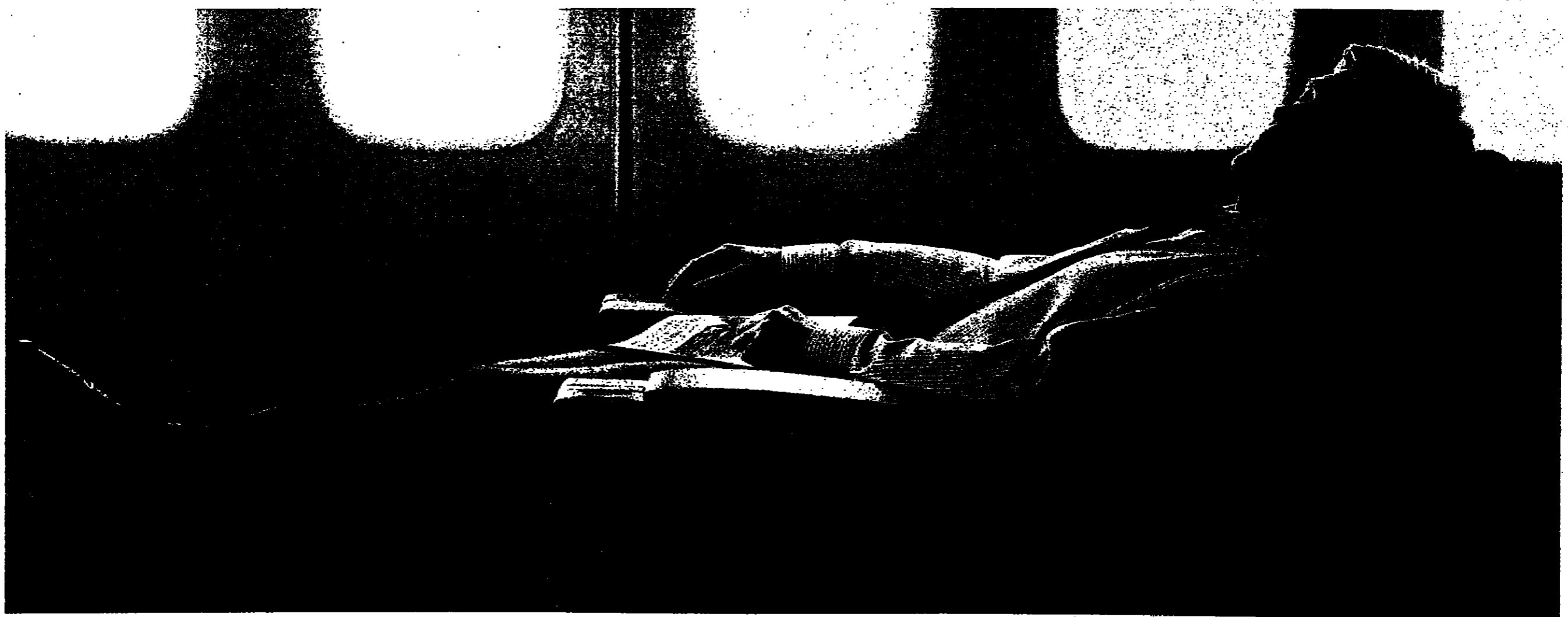
Begawan has been awarded a contract worth about £3m by the Brunel Shell Petroleum Company Berhad. The new company will provide the management personnel and equipment to carry out exhaustive quality-assurance and non-destructive testing programmes on the numerous oil platforms in the Brunel offshore field. MAPEL YUSOF will also train Brunelians in the latest inspection and nit techniques. MAPEL is part of AMEC.

A joint venture between METAL AND PIPELINE ENDURANCE of Hitchin and local group YUSOF Holdings of Bandar Seri

WESTINGHOUSE SYSTEMS, a Hawker Siddeley company, has been awarded the contract to supply a computer-based tele-control system for the Yorkshire Electricity Board. Total value of the contract, including spares and sundry equipment, is £3.4m. The purpose of the telecontrol scheme is to collect data from 424 substations and to provide supervisory and remote control facilities at each substation from the three regional control centres at Leeds, Sheffield and Hull. The first control centre equipment is scheduled for delivery and commissioning early in 1985, with the other two centres following a few months later.

BASE LENDING RATES			
A.B.N. Bank	8 1/2%	Heritable & Gen. Trust	8 1/2%
Allied Irish Bank	8 1/2%	Hill Samuel	8 1/2%
Amro Bank	8 1/2%	C. Hoare & Co.	8 1/2%
Henry Auebacher	8 1/2%	Hongkong & Shanghai	8 1/2%
Araco Trust Ltd.	8 1/2%	Kingdoms Trust Ltd.	10 1/2%
Associates Cap. Corp.	9 1/2%	Knowley & Co. Ltd.	8 1/2%
Banco de Bilbao	8 1/2%	Lloyds Bank	8 1/2%
Bank Hapoalim BM	8 1/2%	Mallinhal Limited	8 1/2%
BCCI	8 1/2%	Edward Manson & Co.	8 1/2%
Bank of Ireland	8 1/2%	Moghal and Sons Ltd.	8 1/2%
Bank of Cyprus	8 1/2%	Midland Bank	8 1/2%
Bank of India	8 1/2%	Morgan Grenfell	8 1/2%
Bank of Scotland	8 1/2%	National Bk. of Kuwait	8 1/2%
Banque Belge Ltd.	8 1/2%	National Citibank	8 1/2%
Barclays Bank	8 1/2%	National Westminster	8 1/2%
Beneficial Trust Ltd.	8 1/2%	Norwich Gen. Tst.	8 1/2%
Bresmar Holdings Ltd.	8 1/2%	People's Tst. & Sv. Ltd.	8 1/2%
Brit. Bank of Mid. East	8 1/2%	R. Raphael & Sons	8 1/2%
Brown Shipley	9%	P. S. Refson & Co.	8 1/2%
CL Bank Nederland	8 1/2%	Roxburgh Guarantees	8 1/2%
Canada Perm't Trust	8 1/2%	Royal Trust Co. Canada	8 1/2%
Castle Court Trust Ltd.	8 1/2%	J Henry Schroder Wagg	8 1/2%
Carter Ltd.	8 1/2%	TCB	8 1/2%
Cedar Holdings	9%	Standard Chartered	8 1/2%
Charterhouse Japhet	8 1/2%	Trade Dev. Bank	8 1/2%
Chonlartons	10 1/2%	Trustee Savings Bank	8 1/2%
Citibank Savings	8 1/2%	United Bank of Kuwait	8 1/2%
Clydesdale Bank	8 1/2%	United Mizrahi Bank	8 1/2%
C. E. Conles	9 1/2%	Volkskas Limited	8 1/2%
Comm. Bk. of N. East	8 1/2%	Westpac Banking Corp.	8 1/2%
Consolidated Credits	8 1/2%	Whiteaway Laidlaw	9%
Co-operative Bank	8 1/2%	Williams & Glyn's	8 1/2%
The Cyprus Popular Bk.	8 1/2%	Wittrust Secs. Ltd.	9%
Dunbar & Co. Ltd.	8 1/2%	Yorkshire Bank	8 1/2%
Duncan Lawrie	8 1/2%	Members of the Accounting Houses Committee	
E. T. Trust	9%	7-day deposits 5.25%, 1-month 6%, fixed rate 12 months 5.25%	
Erster Trust Ltd.	8 1/2%	5% £10,000, 12 months 5.25%	
First Nat. Fin. Corp.	11%	7-day deposits on sums of under £10,000 5%, £10,000 up to £25,000 6%, £25,000 and over 7 1/2%	
First Nat. Secs. Ltd.	8 1/2%	Call deposits £1,000 and over 5 1/2%	
Robert Fraser	8 1/2%	21-day deposits over £1,000 5 1/2%	
Grindlays Bank	8 1/2%	Demand deposits 5 1/2%	
Guinness Mahon	8 1/2%	Mortgage base rate	
Hambros Bank	8 1/2%		

# TWA First Class.



TWA Royal Ambassador Service in First Class is in a class of its own.

It's dedicated to giving you the most restful, relaxing and luxurious flight across the Atlantic.

We make sure it starts right, with boarding cards and seat reservations before you go to the airport. We make sure you have a comfortable

## Lie back and enjoy it.

First Class lounge at the airport.

Then we make sure your flight will be perfect. Lie back and enjoy our soporific Sleeper-seats. Sit up and appreciate a leisurely meal of superb food and wines, served in the style of a first class restaurant.

Everything about TWA First Class travel is designed to make your flight comfortable and trouble-free.

And, if you're flying to New York, you'll find our free helicopter service ready to take you into Manhattan. We want you to enjoy every moment.



You're going to like us





THE ARTS

Television/Christopher Dunkley

Some fresh air at last on Channel Four

Amid the endless columns of the television schedules Jesus: The Evidence and the new Diverse Reports make a patch not even as big as Jeremy Isaacs' hand. Yet their arrival suggests that at last, after 18 months, Channel 4 is beginning to do its job. Up to now those who campaigned for a fourth channel in the belief that Britain's three conformist channels should be supplemented by one non-conformist channel have been somewhat disappointed.



Jeremy Brett (left) is the latest actor to play Conan Doyle's Baker Street detective in 'The Adventures of Sherlock Holmes' which started on ITV last night. The eternally puzzled Dr Watson is David Burke

religion as the opium of the people; not function to be eschewed necessarily by a modern mass medium, however appalling some of us may find it. But television's other function, that in the world of journalism, as a seeker after facts and sower of a primary conveyor of those facts to the public, has been virtually ignored so far as religion is concerned.

geographical chance, and they would also have to admit that they had not studied the holy books of other religions in order to discover the most convincing, but that is another matter. This being so it is surely right that we should investigate the truth or otherwise of what The Bible says, so far as we are able, yet television has rarely done any such thing, and never — so far as I know — systematically.

Radamisto/Radio 3

Stanley Sadie

Among Handel's operas Radamisto occupies a special place, as the first he wrote, in 1720, for the Royal Academy of Music. It was not his first London opera (that was Rinaldo, nine years before), but the one designed to inaugurate his contribution as house composer to the organisation designed—pious hope!—to put London's operatic life on a secure basis, financial and administrative.

Howard Jones, Hammersmith

Antony Thornecroft

Pop idols come in all imaginable shapes and sizes, but this year it is fashionable to be small. Two names that have burst from nowhere, or rather from Ipswich and High Wycombe, on to the walls of 1m teenage girls' bedrooms, Nik Kershaw and Howard Jones, are both wisps of lads.

New York Theatre/Frank Lipsius

Coming of age on and off Broadway

As the "me" generation grapples with the real world, it generates best-selling books like When Bad Things Happen to Good People, and equally sentimental but surprisingly varied plays like To Gillian on her 37th Birthday and A... My Name is Alice. To Gillian is a production that this season to go beyond its origins at the Ensemble Studio Theatre, the off-off Broadway venue in the riverfront warehouse district.

family to live in Africa and die in a fall from a boat mast, where her daughter notes, she probably should not have been in the first place. The play might recognise how crucial it was to make Gillian attractive, but just made her a caricature of the 1960s he-woman, a breed that gets a much less idealised portrait in A... My Name is Alice.



The team from A... My Name is Alice

rebuks a neglectful mother who is a preoccupied executive, while a teenager and a middle-aged woman share a sad and anxious song about waiting for a date. The songs touch raw nerves enough to hurt but clever enough to laugh at, too. The excellent cast of, Roy Brown, Randy Craft, Mary Gordon Murray, Aina Reed and Charlaune Woodard have taken the musical from a well-received trout at the American Place to a home at the Village Gate.

Arts Guide

Music/Monday. Opera and Ballet/Tuesday. Theatre/Wednesday. Exhibitions/Thursday. A selective guide to all the Arts appears each Friday.

April 20-26

Theatre

TOKYO

Cats (Cats Theatre). The specially built theatre, with excellent set, good dancing and ballet-origined movement all make the Japanese version worth seeing. Shiki Company, directed by Keita Asari. (326101).

LONDON

Starlight Express (Apollo Victoria). Andrew Lloyd Webber's new musical is a roller rink spectacular with obvious debts to Spielberg, Disney, Star Wars, Dolly Parton and even Trevor Nunn's production. The children of most ages will love the human rock and rolling stock trains racing around the transformed theatre like body-popping ethereal robots. Designs by John Napier, lighting by David Heyes. (5249184).

include Andrew C. Wadsworth as Sky Masterson. The revival has been rumbled back as the unlamented Jean Seberg was rocking the boat. (22222).

ously, by Christopher Reeve. (9301822). A Streeter Named Desire (Marmalade). Sheila Gish gives the performance of her life as Blanche Dubois in Alan Strachan's excellent revival, first seen last year at Greenwich. Tennessee Williams's emotional roller-coaster of a play amounts to one of the best evenings in town. (830123).

stage shenanigans on tour with a third-rate farce is a key factor. (2361888). Sean Bean (Olivier). Staid and stolid National Theatre revival of a play that is finding it increasingly hard to live up to the tag of Sean's masterpiece. Frances de la Tour is sincere and rhetorical to a fault as the maid, and Ronald Eyre's direction includes medieval peasant, some striking music by Ilona Selez and, alas, a disastrous deputy inquisitor from Cyril Cusack. (2282252).

from the original film like Shuffle Off To Buffalo with the appropriately brash and leggy honking by a large chorus line. (771822).

Noises Off (Brooks Atkinson). Dorothy Loudon brings Michael Fryer's backstage slapstick farce to Broadway in Michael Blakemore's production that includes Brian Murray, Paxton Whitehead and Victor Garber as her backstage conspirators. (2451842).

King Lear/Stockholm

Ossia Trilling

After eight years in the wilderness, Ingmar Bergman has returned to his former bunting ground in Stockholm with a production of Shakespeare's King Lear that has given his colleagues and audiences at the Royal Dramatic Theatre the treat of a lifetime. With the help of a new, easy-to-understand translation by the poet Britt G. Hallqvist, and a stunning decor, sets and costumes by Gunilla Palmstjärna-Weiss, Bergman has again proved himself to be Sweden's most gifted theatrical director.

NEW YORK

Cats (Winter Garden). Still a sellout, Trevor Nunn's production of T. S. Eliot children's poetry set to trendy music is visually startling and choreographically felicitous, but classic only in the sense of a rather staid and overblown idea of theatricality. (2381822).

La Cage aux Folles (Palace). Perhaps this season's outstanding musical comes, like Evita and Cats before it, at the very beginning of the theatrical year. Despite stellar names such as Harvey Fierstein writing the book and Jerry Herman the music, the best parts of the show are not the hoopla, apart from the first-act finale at La Gaité Parisienne, but the intimate moments borrowed direct: An immodest celebration of the heyday of Broadway in the '30s incorporates gems from the original film like Shuffle Off To Buffalo with the appropriately brash and leggy '60s 'n' 70s by a large chorus line. (771822).

42nd Street (Majestic). An immodest celebration of the heyday of Broadway in the '30s incorporates gems

CHICAGO

E. R. (Forum). Moving into its second year profligating melodrama in a hospital setting, this emergency room continues its adventures among a young doctor, a receptionist and an authoritarian nurse. (4963000).

WASHINGTON

Beyond Therapy (Kreeger). Christopher Durang's romantic comedy has all the elements of modern singles life: personals column of a newspaper and a scene in a hip restaurant, but it reflects more than explores the shallowness of a surfeit of choices. Arena Stage (4883300).

FINANCIAL TIMES

BRACKEN HOUSE, CANNON STREET, LONDON EC4A 4BY. Telephone: 01-248 8000

Wednesday April 25 1984

Soviets play a waiting game

THE SOVIET UNION has just dealt a double rebuff to two Western arms control initiatives... On the nuclear arms talks last week, President Reagan during his re-election bid a successful arms negotiation to brandish before his electorate...

Concession The second Soviet criticism—about the proposal which NATO tabled in the mutual and balanced force reduction (MBFR) talks in Vienna—has been less forceful... The Kremlin has complained, through Pravda this time, that the NATO plan reflects "not even the semblance of an intention to bridge the disagreement over NATO and Warsaw Pact troop levels which has stalled MBFR for the past 10 years..."

A policy for UK airlines

BRITISH AIRWAYS has become overwhelmingly dominant in the UK airline industry as a result of historical accident and government policies rather than of commercial prowess... The independent airlines, whose contracts for their fate after BA is privatised next year prompted the Government-commissioned study, will be encouraged by its emphasis on the benefits of competition...

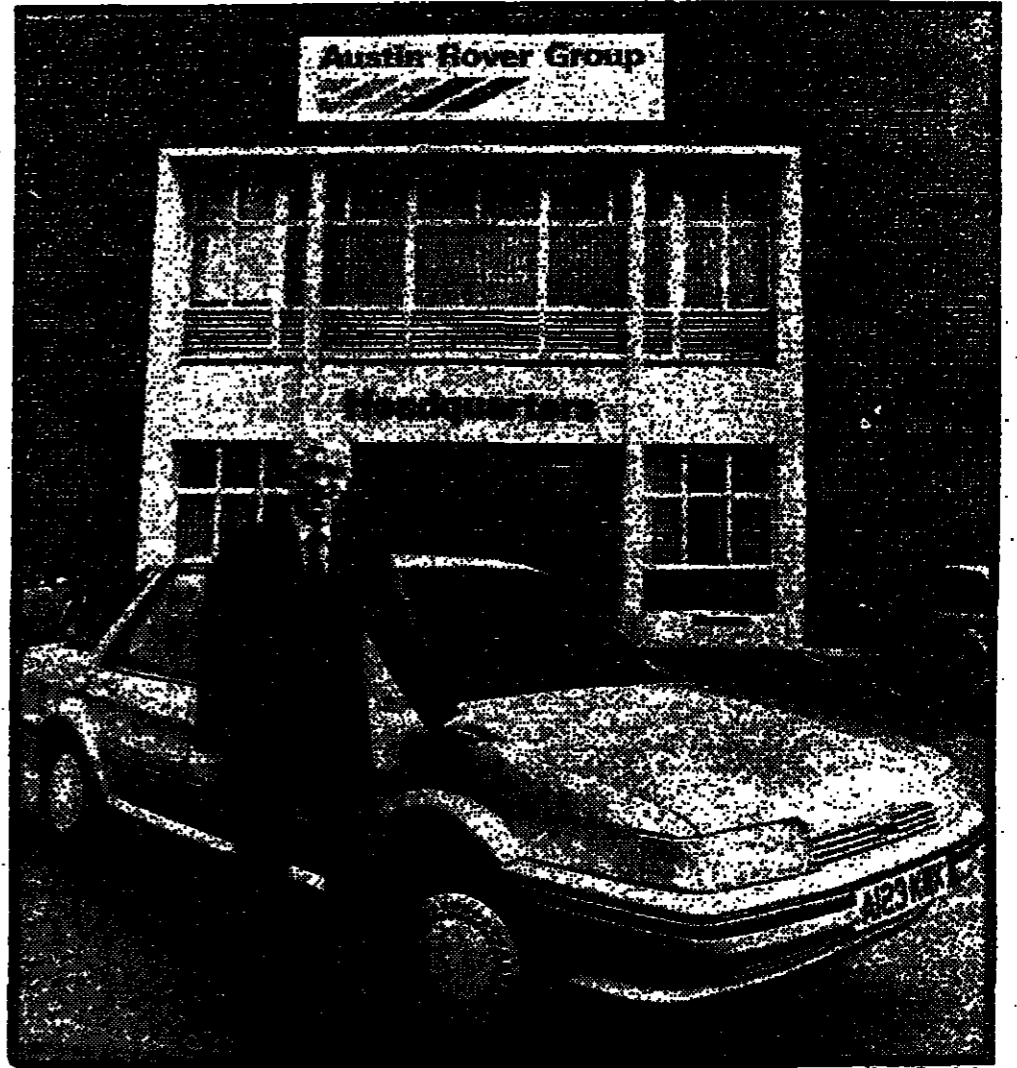
Handsome profits As things stand, BA enjoys a total monopoly on all international scheduled services by British airlines from Heathrow—which is, by far, Britain's most attractive and popular airport. Even at Manchester, the main airport outside London, BA is almost supreme... International passenger scheduled services account for 61 per cent of the British industry's output; BA's share of this sector is 82 per cent...

THE BUSINESS CAR MARKET

Montego: a vital new link in the BL revival plan

By Kenneth Gooding, Motor Industry Correspondent

HIGH IN the hills behind Nice, in the South of France, two British salesmen and their wives taking an early holiday stumbled accidentally into the middle of the Press presentation of Austin Rover's new car, the Montego... The new car is aimed squarely at the so-called upper middle sector of the market, which accounts for more than a quarter of total sales throughout Western Europe... The Montego is the latest important link in the "product-led" revival of BL's car business which began with the Metro introduced in 1980...



Mr Harold Musgrove, Austin Rover's chairman, with the new Montego

fit margins on fleet sales are very slim... After all, it's British and it's our money... Mr Geoff Beesley, marketing director of Interleasing, which operates a fleet of 12,500 cars under contract hire and leasing schemes, says his company will buy 50 Montego cars... The production facilities are highly flexible so that Montegos and Maestros can be mixed on the same production lines to match demand...

THE UK MARKET LEADERS

Table showing Annual Car Registrations for 1977, 1982, and 1983. Models include Ford, Austin Rover, Vauxhall, Datsun, VW/Audi, Renault, Volvo/DAF, Talbot, and Fiat.

Trouble in the numbers game

The United States is a nation of numbers. From the weather to baseball results Americans love statistical comparisons... The major business publications in the U.S.—Business Week, Forbes and Fortune—have all become accustomed to ranking the corporate giants of the business world in different ways... The Forbes 500 list is generally accorded most prestige in this specialised game...

"Silly results"

Michaelis of Forbes reserves his most cutting comments, however, for the Fortune 500, which, he says, "contains a conceptual flaw which leads to silly results..."

Men and Matters

That is rather like claiming that the Statue of Liberty is sitting heavily on its board... The Fortune 500 list is only industrial companies—the service sector is dealt with in a subsequent list in a later edition... "We don't take the Forbes list that seriously around here," said one Fortune editor, darning with faint praise...

Your chances

Have you considered the probability lately of being caught in a flood or hit by a falling aircraft? While both are fairly unusual occurrences a good deal of scientific effort is being put in to measuring such actual risks as these—and other rare but unpleasant happenings...

Eastern call

Grindlays Bank, whose symbol is an elephant, has had a branch in India since 1854—and 130 years of business dealings, has finally made its mark on the boardroom... The bank has appointed its first Indian managing director, Ashok Dayal... "It's a tribute to him and to the bank that it can attract people of this quality," says Alec Ritchie, chairman...

Beware of the dog

Like most south coast towns, Budleigh Salterton, Devon, has a high proportion of the elderly and infirm among its population... But their needs are borne in mind. A holiday visitor reports seeing this sign last week in a narrow lane off the Escombe road: "Please drive slowly—dog is dead..."

Extel Cards advertisement for the latest information on the USM. Includes contact details for Extel Statistical Services Ltd and a form to request a card.

Observer

HONG KONG'S FUTURE

How China got its way

By Robert Cottrell in Hong Kong

THE VEIL of secrecy covering Hong Kong's future was lifted just enough last week for Sir Geoffrey Howe...

the preamble to the Chinese constitution.

Britain, by contrast, has been negotiating on behalf of a territory which it manages at arms' length...

With the coming into force of the British Nationality Act, Britain publicly underlined the limits of its commitment to the people of Hong Kong...

Until Mrs Thatcher's visit 18 months ago to Peking, Chinese leaders held out hopes of a resumption of sovereignty...

It seems unlikely that China would have been willing to negotiate some form of continued British rule...

China appears to have conceded nothing of significance at the negotiating table in July 1983...

To start with, the Hong Kong issue has been an extraordinary public relations triumph for China...

While Britain was observing the confidentiality of the talks, the Sino-British negotiations...

China had the immense negotiating advantage of a simple declared objective...



A Hong Kong street scene

businessmen and investors, culminating in the collapse of the Hong Kong dollar in September 1983...

It is therefore far from certain that Britain will get as detailed an agreement as it might like on Hong Kong's future...

The agreement is likely to include words to the effect that China will not send down cadres from Peking to interfere with Hong Kong's autonomous government...

What of Peking's already extensive business presence in Hong Kong? Will such firms, and their respective ministries, be able for example to restrain themselves from using political clout in commercial transactions?

By the time any Sino-British agreement on Hong Kong's future comes into force, it will already be 13 years old. Most of the administrators who negotiated or ratified it will have retired...

Britain has no real negotiating cards left to play now—not even withholding its approval

of an agreement China has set its September deadline, not necessarily for reaching an agreement with Britain...

When an agreement does come, it may be as much what is left unsaid, as what is said which will determine how well the territory works after 1997.

The agreement may promise Hong Kong "democratic" government—though Sir Geoffrey spoke on Friday of a "representative" government...

The agreement is likely to include words to the effect that China will not send down cadres from Peking to interfere with Hong Kong's autonomous government...

What of Peking's already extensive business presence in Hong Kong? Will such firms, and their respective ministries, be able for example to restrain themselves from using political clout in commercial transactions?

By the time any Sino-British agreement on Hong Kong's future comes into force, it will already be 13 years old. Most of the administrators who negotiated or ratified it will have retired...

Britain has no real negotiating cards left to play now—not even withholding its approval

High Tech Export Controls

Why the U.S. must not go overboard

By William Carey

THE REAGAN administration is persuaded that Soviet military power has profited greatly from advances in U.S. scientific research and development...

In an effort to stem the alleged leakage of technology, vigorous steps are being taken despite resistance from university scientists and high technology leaders...

The government's plainly means business. Scientific and engineering societies have had their conventions and symposia derailed by last-minute government demands...

Industrial firms, competing as best they can with Japanese and other skilled producers of high technology for international sales, ask how they can hope to

survive without incorporating "the better idea" into their products even at the risk of these products getting into the wrong hands via the marketplace...

To these objections the U.S. Department of Defense has turned a deaf ear. The Soviet adversary is formidable and resourceful. Interdiction of the outflow of information, by every available means, is called for.

Overprotection, should it come to pass in its more extreme version, carries a price. Leading American centres of advanced scientific research may, by vote of their faculties, refuse to accept government funds which are accompanied by rules of prior restraint.

Industrial firms, competing as best they can with Japanese and other skilled producers of high technology for international sales, ask how they can hope to

Industrial firms, competing as best they can with Japanese and other skilled producers of high technology for international sales, ask how they can hope to

Industrial firms, competing as best they can with Japanese and other skilled producers of high technology for international sales, ask how they can hope to

Industrial firms, competing as best they can with Japanese and other skilled producers of high technology for international sales, ask how they can hope to

Marx, Lenin and Scargill

From Mr D. L. Stewart Sir,—In saying (your Leader of April 13) that Mr Scargill is an "old-fashioned left-wing militant" you are following an almost invariable practice of the British Press...

The best deduction that I can make from Mr Scargill's words and deeds is that he is a Marxist-Leninist. Those who leave Communist parties are normally excommunicated as traitors...

In international relations he has taken the NUM out of its contacts with existing unions from the Western democracies and into an organisation dominated by unions from countries with Marxist-Leninist systems.

He describes the Soviet Union as a country which has "established socialism." This statement made only by Marxist-Leninists or their very close sympathisers...

An old fashioned left-wing militant might, like a Marxist-Leninist, try to use the organised power of the working class to establish his own version of socialism. But there would still be a fundamental difference between them.

But once "socialism is established" the union undergoes a sea-change. It retains a certain role in informing the ruling party of working class opinions and aspirations...

It should be no surprise that Mr Scargill considers Solidarity in Poland to be "anti-socialist"—if you equate socialism with Marxist-Leninism it certainly is—nor that he is totally opposed to industrial democracy in the form of workers' participation.

What does surprise me is that I have seen him interviewed many scores if not hundreds of times on TV and heard some hundreds, if not thousands, of

Letters to the Editor

questions put to him, yet I have never heard anyone ask him what kind of a socialist he is.

Growth of OTC trading From Dr Stephen Castell Sir,—With reference to Richard Lambert's timely and illuminating article on NASDAQ and the rapid (information technology-based) growth of OTC trading in the U.S. (April 16), I would like to issue on one point he made: Yet London has a valid reason for hesitating to plunge along the NASDAQ trail...

The 300,000 people are licensed with the NASD to sell securities. The market's efficiency depends on this enormous spread of investor interest—which could not be matched in the UK.

The 300,000 can apparently deal in 4,125 NASDAQ stocks—an average of 72.73 dealers per stock (crudely). Currently, 13 licensed dealers in the UK make active markets between 1,729 dealers per stock (again crudely).

The U.S. dealer average addresses, by all accounts, 42m private direct shareholders in stocks—thus, 1.729 dealers per stock. In the UK, the average address, at the moment, only 1.6m individual shareholders, thus 0.06 dealers per stock, per 1m investors.

The U.S. spread of investor interest is thus some 31 times that possible with regard to OTC stocks in the UK at present. So far so good.

But with the structural changes now taking place in our financial services and other sectors, we might easily see the branches and offices of banks, building societies, solicitors, as well as "job-brokers," all seeking to qualify, inter alia, as "one-stop (electronic) stock shops"—a new stock retailing/dealing/distribution power of potentially some 13,000 outlets in my conservative estimate.

Whatever the reality of such potential turns out to be, it seems clear that it must have a dramatic effect on the UK dealer per stock, per investor ratio, and I should not be surprised to see it reach, within say four years, something approaching the U.S. figure of 1.73 (which might itself of course have moved on one way or the other by then).

In other words, one entirely believable UK scenario, circa 1988, might be: 8,500 licensed dealers per 500 OTC stocks, per 7.5m individual investors.

Thus we can indeed match the U.S. performance. The recent acceleration of UK OTC trading, and the (coincidental) rapid restructuring of the City make it not just possible but highly probable. London need not, and will not hesitate to plunge along a suitably-Anglicised NASDAQ trail...

Any government committed to the creation of wealth inter alia, wider share ownership (7.5, not 1.6m individuals) in companies backed to support risk-taking and the spirit of enterprise (500 of them) should not hesitate to assist this plan-making and the speedy creation of a future NASDAQ (British Association of Securities Dealers Automated Quotations System) to serve those 6,500 motley, competitive new BASD-licensed dealers. OTC readers all.

Stephen Castell Castell Computer and Systems Telecommunications, 20 Grange Road, Wickham Bishops, Witham, Essex.

From Mr R. Richards Sir,—I was very interested in the article by Richard Lambert. Having lived in the U.S. and dealt in stocks and shares, I agree that the U.S. way would be much better for us.

Let us be honest. Most people who deal in stocks look for growth and an increase in the price of the stock they hold. Some could want to live off the dividends, but they are in the minority. We want to sell at a much higher price than we paid. Any investor worth his salt wants to see the prices, highs and lows, clearly marked every day.

R. Richards, 17, Shelley Road, Worthing, Sussex.

Incentive effect of tax cuts From Mr Henry Law Sir,—Massive cuts in public spending as suggested by Professor Minford (April 19), are not necessary to achieve the incentive effects of tax cuts. The problems caused by taxes are largely due to the government's choice of subjects for taxation.

When windows were taxed, the owners bricked them up, and in 1797 a tax on clocks and watches almost ruined a thriving industry before it was repealed in the following year.

Similarly, our present day taxes on labour lead to less work, while taxes on consumption reduce demand for goods and services.

Smith's observations, that the only way of raising public revenue without depressing production is by a tax on ground rents; moreover, a tax on ground rent cannot be passed on.

In practice, the government could achieve this by converting the local rating system to one based on site values, with the rate support grant being phased out and replaced by a nation equated local scheme. This would enable national taxes to be reduced by about £20bn, which would be more than enough to implement Professor Minford's proposed tax cuts without the need for corresponding cuts in welfare and social services.

Henry Law, 8, Woodhouse Road, Hove, Sussex.

Interest rate conundrum From Mr R. P. Heineemann Sir,—David Hale's interesting article "The interest rate conundrum" (April 12) should be interpreted as a serious warning of the unsoundness of the present U.S. and world economic upturn.

With a general prospect of a rise in taxes in the U.S. after the Presidential election or inauguration, it is quite feasible that such tax increases occur just at the time of escalating wage and commodity price inflation and a slowdown in growth.

This will tend to raise interest rates as the Government attempts to keep money supply growth under control. This in turn will hamper the return to viability of debtor countries because so much of their debt is at variable rates.

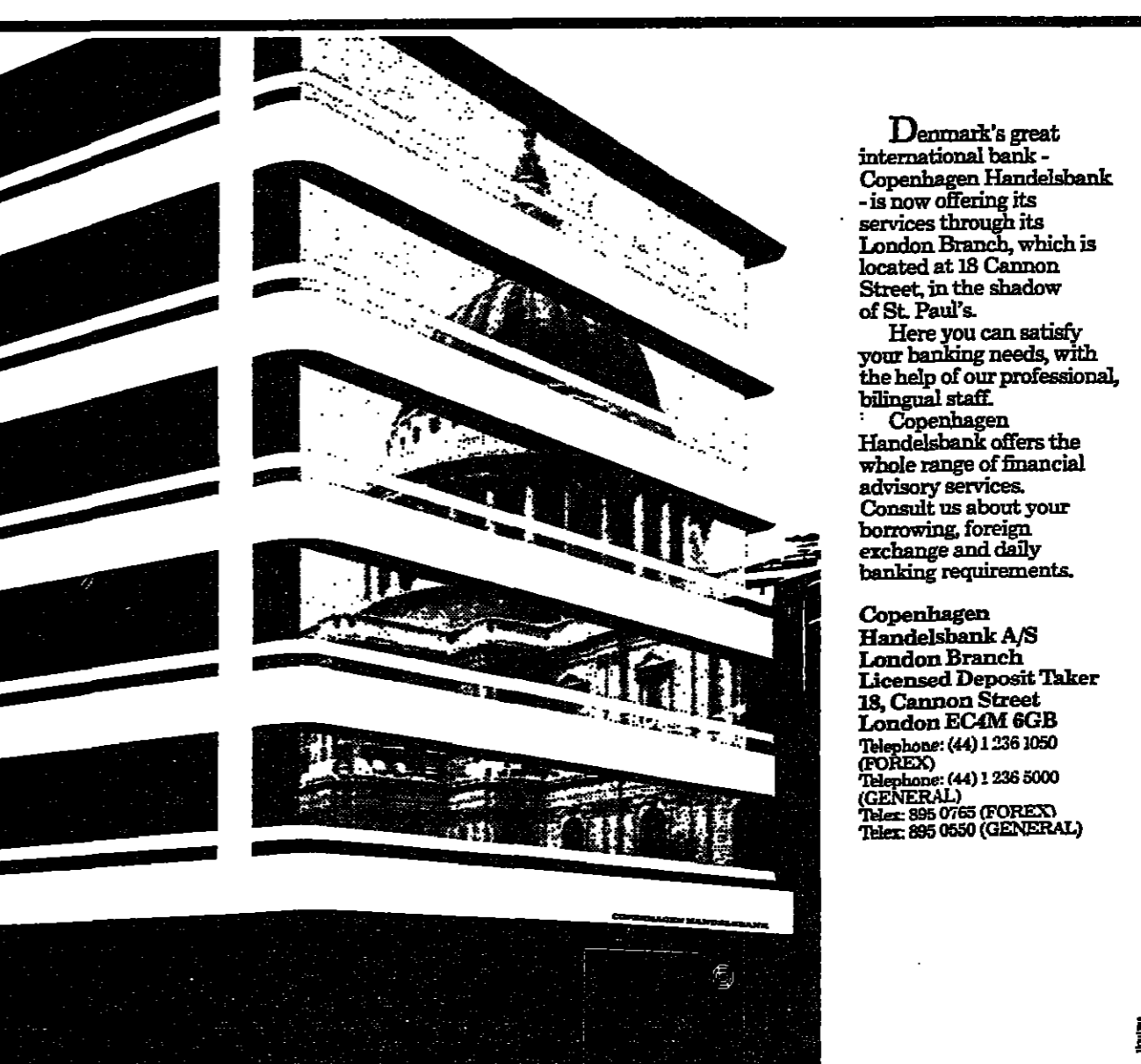
It is conceivable that in a few years, despite some improvement in the U.S. Budget deficit trend, the U.S. dollar could collapse on foreign exchanges as investors and holders of dollar denominated assets seek safer real returns in other currencies. It is therefore quite possible that the present modest economic growth in the developed world could come to an abrupt end as a resurgence of debtor countries' troubles becomes apparent.

A series of defaults or near-defaults, on debt owed mostly to U.S. banks, will force the Federal Reserve Board to bail out the major U.S. banks, adding to the money supply and feeding inflation further, pushing the dollar down yet further.

Recent monetary theory suggests that under certain circumstances such as a strong prospect of rapidly rising inflation and interest rates, an inflationary upturn can occur before actual money supply increases due to an upward shift in the speed of circulation of money.

R. P. Heineemann, Little Manor, Binfield Heath, Oxon.

Copenhagen Handelsbank the New Bank in the City of London A Danish Bank in the heart of the City



Denmark's great international bank - Copenhagen Handelsbank - is now offering its services through its London Branch, which is located at 18 Cannon Street, in the shadow of St. Paul's.

Here you can satisfy your banking needs, with the help of our professional, bilingual staff. Copenhagen Handelsbank offers the whole range of financial advisory services. Consult us about your borrowing, foreign exchange and daily banking requirements.

Copenhagen Handelsbank A/S London Branch Licensed Deposit Taker 18, Cannon Street London EC4M 6GB Telephone: (44) 1236 1050 (FOREX) Telephone: (44) 1236 5000 (GENERAL) Telex: 895 0765 (FOREX) Telex: 895 0650 (GENERAL)

COPENHAGEN HANDELSBANK A/S Head Office: 2, Holmens Kanal, DK-1081 Copenhagen K., Denmark, Telephone: 45 1 128500, Telex: 12186

Company Cars are our business.

Godfrey Davis

Phone Graham Darley on 01-950 8135

Skelmersdale

For full details on land, building and grants available, phone:

Skelmersdale (0695) 32123.

STRICT CONTROLS ON EVE OF ELECTION DEBATE

Tension increases in Brasilia

BY ANDREW WHITLEY IN RIO DE JANEIRO

TENSION mounted in Brasilia on the eve of today's congressional debate on the opposition parties' constitutional amendment.

Troops yesterday surrounded Brasilia University, which has been temporarily closed, to prevent students holding meetings in its grounds.

statement. In it he attacked the "ever more frequent" appearance of "unpunished scandals" in the economy, and said the Brazilian people were "on the brink of despair."

Honda raises earnings by 32%

By Our Financial Staff

HONDA MOTOR, Japan's fifth largest car manufacturer and the world's largest motorcycle producer, increased consolidated net profits by 32 per cent from ¥72,240m to ¥95,580m (\$425m) in the year to February 29.

Amoco Cadiz legal battles continue as payout nears limit

BY ALEXANDER NICOLL IN LONDON

DAMAGES ARISING from the wreck of the Amoco Cadiz super-tanker six years ago still have to be settled in U.S. courts, but insurance companies have already paid most of the maximum \$72m for which they could be liable.

Any damages award which exceeded the insurance cover would have to be met by Standard Oil or by Astilleros, the Spanish shipyard which built the tanker.

tonnes of oil, the insurance cover was the maximum. After the wreck, the P and I Club paid \$18.75m to the French Government, which was then deposited with British banks to await the settlement of claims.

There was particularly strong growth in sales of more expensive models on the domestic market, and an increase of 11 per cent in volume terms in sales to the U.S., which reached 460,000 cars during the year.

Libyan officials visit London to supervise embassy withdrawal

BY MARGARET VAN HATTEM AND RICHARD JOHNS IN LONDON

PROSPECTS FOR an orderly departure by the occupants of the Libyan Embassy in line with Britain's expulsion order improved yesterday as Tripoli sent to London three officials to supervise arrangements for the occupants' departure.

Their dispatch to London was prompted by a suggestion made on Sunday by Mr Oliver Miles, UK Ambassador in Tripoli, when he informed the Libyan People's Liaison Bureau (foreign ministry) of the British Government's decision to break off diplomatic relations.

The building has been besieged since April 17 when an anti-Gaddafi machine-gunned anti-Gaddafi demonstration, killing Police-woman Yvonne Fletcher and wounding 10 people.

Steady growth for Volvo BM; Daihatsu-Benz in Japanese sales drive, Page 23

Lagos scraps naira in attack on corruption

Continued from Page 1

There was even speculation in some quarters yesterday that the new currency could provide the authorities with the opportunity to devalue the naira quietly, as the International Monetary Fund (IMF) is demanding in return for a standby credit of between \$7.6bn and \$8.1bn.

Moussa planning comeback

Continued from Page 1

legal manoeuvres to sell majority control of the Swiss banking offshoot and its Belgian holding company. These companies thus remained under private control when Paribas was nationalised in 1982.

It will build up diversified corporate shareholdings around the world and could participate in an already-established London investment bank.

Bethlehem seeks second quarter profit

By Terry Byland in New York

A RETURN to profitability is expected at Bethlehem Steel in the second quarter of 1984, said Mr Donald Trautlein, the chairman, in his report on the first three months of the year.

World Weather

Table with weather data for various cities including London, Paris, New York, Tokyo, etc.

Eastern back in profit

BY OUR NEW YORK STAFF

EASTERN AIRLINES, the fourth biggest U.S. domestic carrier, which lost \$183.7m in 1983, has made its first profit in nearly two years.

Mr Frank Borman, the former astronaut who now heads Eastern, said that while the airline's workforce could be justifiably proud of the latest results it should not lose sight of the "real challenge of competing with airlines whose only advantage is wages, salaries and benefits that are substantially lower than ours."

Controversy on Saudi sacking

Continued from Page 1

Their ministries, and in a number of provinces of all ranks representing foreign companies, bidding for state contracts and accepting commissions which have sometimes run to more than \$100m.

Banks to push for payout of Manila deposits

By Emilia Tagoza in Manila and William Hall in New York

INTERNATIONAL BANKS are to continue to press for full repayments of their deposits frozen by Citibank's Manila branch, despite the partial payment announced on Monday by Citibank.

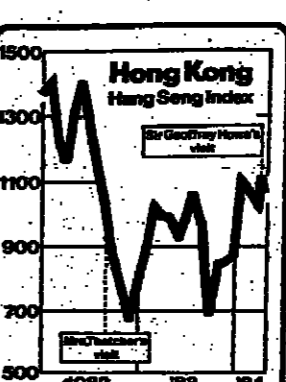
A Philippine Central Bank official said yesterday it was hoped that the partial unfreezing of the Citibank deposits would pave the way for the resumption of the stalled negotiations for debt restructuring with commercial bank creditors.

The freeing of deposits by Citibank Manila has led to considerable acrimony among international banks. Banks which had deposited U.S. dollar-denominated funds at Citibank's Manila branch have been increasingly frustrated by its failure to honour its obligations.

THE LEX COLUMN

A tiger in the Exxon tank

Yesterday's economic statistics from the U.S. confronted the foreign exchange markets with an awkward dilemma. A strong rise in durable goods orders underwrote the impression left by last week's revised first quarter GNP figures but the modest growth in consumer price inflation seemed, if anything, to be pointing the market in the opposite direction.



at the Lever business after years of underperforming, jumped from \$20m to £100m, while the after tax rate of return - a shade over 8 per cent - appears to be ahead of the Unilever average.

EXXON

So far, so good for Shell and BP shareholders alert to first-quarter results from the U.S. oil majors. Yesterday, as BP's shares rose 5p to equal their high for the year at 50p, Exxon announced net profits up 40 per cent at \$1.49bn on sales only 5 per cent higher at \$24.9bn.

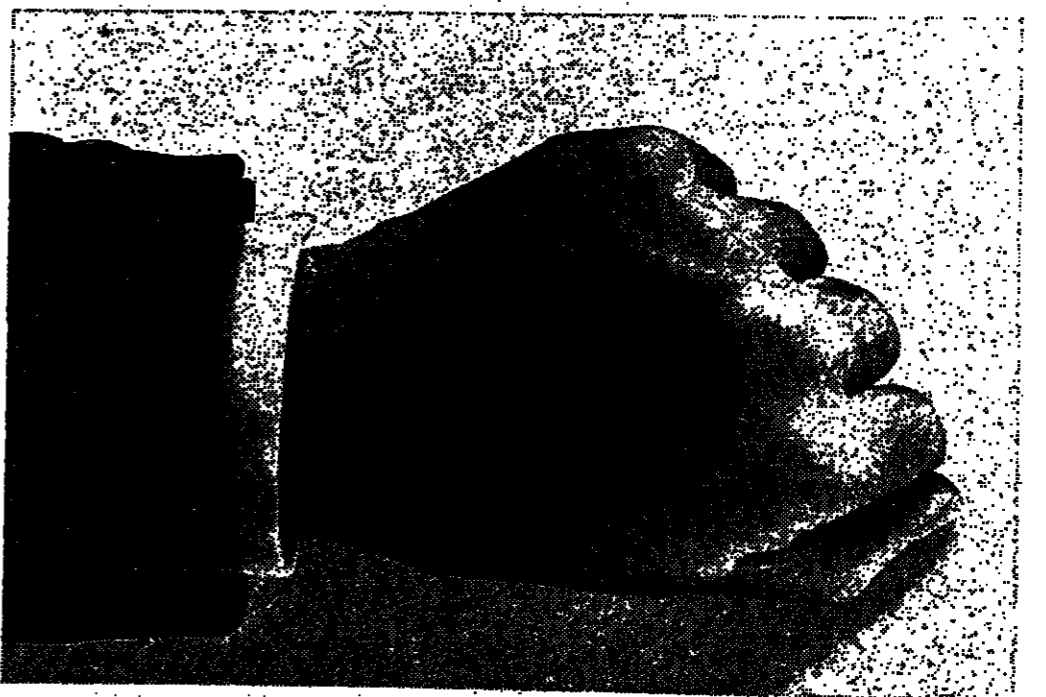
The most striking single feature of Exxon's first quarter, however, looks less cheering for BP. After the rapid rise in Exxon's North Sea production rate in 1982-83, the latest 16 per cent increase leaves Exxon - and Shell, its 50/50 partner - ahead of BP in the North Sea production league.

Hong Kong

British Government ministers are fully a match for the chairman of Jardine Matheson when it comes to knocking some stuffing out of the Hong Kong market.

Unilever accounts

It is ironic that the one major currency in which Unilever has had to report a drop in profits last year should be the U.S. dollar. For the group has not merely come rapidly into vogue with U.S. shareholders - who now own 18 per cent of the NV shares, two-and-a-half times more than at the end of 1982 - but it has been investing heavily in the U.S. and in 1983 started making money in the U.S. detergent market for the first time since 1977.



Business and finance deals in Australia? Ring the people who know Down Under like the back of their hand

It takes a big, growing bank to know a big growing country. If you have business to transact in Australia, get in touch today with CTA, an arm of one of Australia's largest banking groups.



London: 8 Old Jewry EC3A 8ED. Tel: (07) 600 0822. Telex: 883384. New York: Tel: 599 1000. Telex: 238350. Hong Kong: Tel: 286441. Telex: 60466, 60802 & 61629.

هكذا صدقنا القول



SECTION II - INTERNATIONAL COMPANIES
FINANCIAL TIMES

Wednesday April 25 1984



U.S. OIL GROUPS SHOW GENERAL UPWARD TREND

Exxon up 39% in first quarter

BY WILLIAM HALL IN NEW YORK

EXXON, the world's largest oil company, increased its net income by 39.2 per cent to \$1.48bn in the first quarter of this year...

gas was a "major factor" in its earnings increase. The group's net production of crude oil and natural gas liquids rose 8.6 per cent to an average of 1.847bn barrels a day.

Standard Oil Company (Indiana) and Atlantic Richfield, two of the top 10 U.S. oil companies, have reported sharp increases in first-quarter earnings due to recovery in their refining operations and higher oil production.

Arco said its increase in earnings was due "principally to increased foreign crude oil production, higher domestic natural gas sales, stronger margins for petroleum products and improved chemical markets."

Earnings up sharply at Union Carbide

BY TERRY DODSWORTH IN NEW YORK

UNION CARBIDE, the U.S. chemicals company, rebounded from the recession in the first quarter of this year with a 123 per cent increase in net profits.

Quebec paves way for insurance groups to extend operations

BY BERNARD SIMON IN TORONTO

THE SEPARATIST Government in Quebec is to take another step towards liberalising the province's financial system in the face of serious misgivings among Canada's other provinces and the country's largest banks.

Hawley's defence tactics challenged

By Our New York Staff

THE LIMITED, the fast growing Columbus-based retail store group which is trying to take over its much bigger rival, Carter Hawley Hale, will today seek to have the latter's defence strategy declared "unlawful and invalid" in a Los Angeles court hearing.

Barclays to exploit US loophole

By William Hall in New York

THE BARCLAYS Bank Group has applied for permission to open "consumer banks" in 16 U.S. states in a move which could significantly strengthen its position before the barriers to banking across state lines are removed.

Crocker chief quits after staff shake-up

BY DAVID LASCELLES IN LONDON

THE PRESIDENT of Crocker National Bank, Midland Bank's long-plagued California subsidiary, has resigned - apparently because the big staff shake-up there resulted in his effective demotion.

Harris above him, as a part of its effort to gain firmer control of the bank and steer it back to financial health. As a result, Mr Dawson became number five.

Merrill Lynch declines

By Terry Byland in New York

THE SLOWDOWN IN U.S. securities markets has again cut heavily into profits at Merrill Lynch, the largest group in the industry, for the first quarter of the year.

Dart & Kraft lifts profit by 9.4%

By Our New York Staff

DART & KRAFT, the processed foods and kitchenware marketing group, recorded a 9.4 per cent increase in net profits in the first quarter to \$107.2m, or \$1.97 a share.

Digital Equipment advances

By Our New York Staff

DIGITAL Equipment, the second largest U.S. computer manufacturer, reported a 28 per cent jump in third quarter net profits from \$19.8m or \$1.49 a share, to \$101.9m, or \$1.77 a share.

Eaton results up sevenfold in quarter

By Our New York Staff

A STRONG recovery in profits at both the trucks and auto parts and the electronic and electrical parts divisions, has pushed first quarter earnings at Eaton, the Cleveland-based manufacturing group.

Net earnings for the quarter have jumped from \$8.3m or 28 cents a share to \$59.8m or \$1.85 a share. Sales gained one third to \$815.1m.

TWA cuts loss to \$87m

By Our New York Staff

THE FIRST quarterly trading report from Trans World Airlines, which was spun off from Trans World Corporation in February this year, shows a reduced loss.

Profits recover at Cincinnati Milacron

By Our New York Staff

THE RAPID restoration of profitability continued in the first quarter at Cincinnati Milacron, the largest machine tool manufacturer in the U.S., but sales showed a minor downturn from the final quarter of last year.



NOTICE IS HEREBY GIVEN THAT

The Annual General Meeting will be held at 10 a.m., on Tuesday, 5th June 1984,

at the Jahrhunderthalle in Frankfurt am Main-Höchst, Pfaffenwiese.

Agenda

- 1. Presentation of the Annual Report and Accounts of Hoechst Aktiengesellschaft for 1983, with the Report of the Supervisory Board, and the Consolidated Report and Accounts for 1983.
2. Allocation of the profit available for dividend.
3. Ratification of the actions of the Board of Management for 1983.
4. Ratification of the actions of the Supervisory Board for 1983.
5. Resolution that the Board of Management be authorised until 4th June 1988, with the approval of the Supervisory Board, to increase the share capital by up to DM 200 million by the issue of new shares against contributions in cash, and to decide on the exclusion of the subscription right of shareholders in specific cases.
6. Approval of the integration of Ruhrchemie AG, Oberhausen, into Hoechst AG, Frankfurt am Main, in accordance with § 319 of the German Stock Corporation Law.
7. Election of auditors for the financial year 1984.

The full agenda, including the proposed resolutions, is contained in the Bundesanzeiger no. 79 of 25th April, 1984. Shareholders wishing to be present and to vote at the Meeting must comply with Article 14 of the Articles of Association and deposit their share certificates during usual business hours by Friday, 1st June 1984, at the latest until after the Meeting, at one of the depositories listed in the Bundesanzeiger no. 79 of 25th April 1984, or, in the United Kingdom, at the offices of

S. G. Warburg & Co. Ltd, 30, Gresham Street, London EC2P 2EB

Frankfurt am Main, April 1984

Hoechst Aktiengesellschaft

INTL: COMPANIES & FINANCE

Skanska Cement warns of 1984 earnings setback

BY DAVID BROWN IN STOCKHOLM

SKANSKA CEMENT, the big Swedish construction group, reports broadly maintained profits for 1983 and plans to step up the dividend.

Roughly 35 to 40 per cent of the group's income is generated by its substantial financial and property holdings.

It also plans to split its shares from SKr 50 par value to SKr 10.

Spanish power investors face cuts in dividends

By David White in Madrid

SHAREHOLDERS of more than a dozen Spanish electrical utilities face lower dividends under a plan drawn up by the Socialist Government for reinforcing the companies' precarious finances.

The plan, the main lines of which are the fruit of government-industry negotiations, comes in response to a deteriorating debt problem following heavy investment programmes which were largely financed from abroad.

The plan amounts to dedicating some PtA 15bn (8500m) out of the sector's revenues this year to strengthening the utilities' financial base and compensating for their investments in five nuclear reactor projects which have been cancelled by the Government.

This financial restructuring opens the way for other changes in the sector, through transfers of assets or mergers between private utilities.

The scheme outlined by Sr Carlos Solchaga, the Industry Minister, is linked to electricity rate increases averaging 8.75 per cent, which were approved by the Government last week.

Companies are to set aside 2.5 per cent of their revenues from energy sales as a special allocation for improving their balance sheets. The Government is proposing a voluntary programme under which these funds directly, subject to approval of individual corporate plans.

The companies will also have to fulfil one of three conditions, all aimed at relieving the financial burden. Either investments must be at least as big as net new borrowing, or new injections of equity capital must be at least as big as dividend payouts, or net dividends must be kept within an 8 per cent ceiling.

This compares with a current average of about 10 per cent paid out annually to the utilities' im-plus shareholders. The Government has already been pushing for more moderate dividend payments, and welcomed last year's decision by Iberdrola, the largest utility, to cut its net payout from 10 to 7.5 per cent.

Nestle lines up U.S. takeover

BY JOHN WICKS IN ZURICH

A FORMAL offer for Coopervision, the U.S. contact lens maker, is expected to be unveiled today by Nestle, the Swiss foods group.

Nestle, which has big cash reserves, has had its name linked with a variety of takeover candidates in recent months.

Nestle is due to release its 1983 report and accounts at a Press conference today. It is expected to make clear its position on Coopervision at the same time.

Earlier this month, Nestle announced a 15 per cent increase in net profits and paved the way for a rights issue, the first equity issued by the company for almost ten years.

The improving cash-flow has allowed Nestle to maintain a healthy cash position. At the end of last year, cash, securities and deposits totalled SwFr 5.24bn (32.4bn).

Coopervision, which went public last year having been set up by Cooper Laboratories in 1980, had sales of \$198.6m for 1983-84. In the first quarter of this year turnover was up to \$57.1m.

Volvo BM registers steady growth

VOLVO BM, the construction equipment division of the Swedish automotive group, has reported a 29 per cent rise in profits before allocations and tax in 1983 to SKr 109m (\$13.9m).

Solvay doubles profits as chemical demand picks up

SOLVAY, the international chemicals concern and Belgium's second largest company, last year doubled net profits and hoisted its net dividend back to levels last approached in 1979.

Solvay's financial position began to improve in 1982 as the group sought to reduce costs by, for example energy saving and the closure of less profitable plants. This process continued in 1983 but was helped crucially by an upturn in world demand.

Daimler-Benz in Japanese sales drive

DAIMLER-BENZ, the West German motor group, plans to increase car sales in Japan to more than 10,000 vehicles annually in the next three years with the introduction of new models, according to Herr Hans-Juergen Hinrichs, marketing manager.

Societe Generale improves its balance sheet ratios

THE FINANCIAL structure of Societe Generale, Belgium's largest financial and industrial holding company, has been transformed steadily over the last three years, culminating in a BFr 5.5bn (\$101.5m) share issue last November.

Beijer to buy stake in Calmar

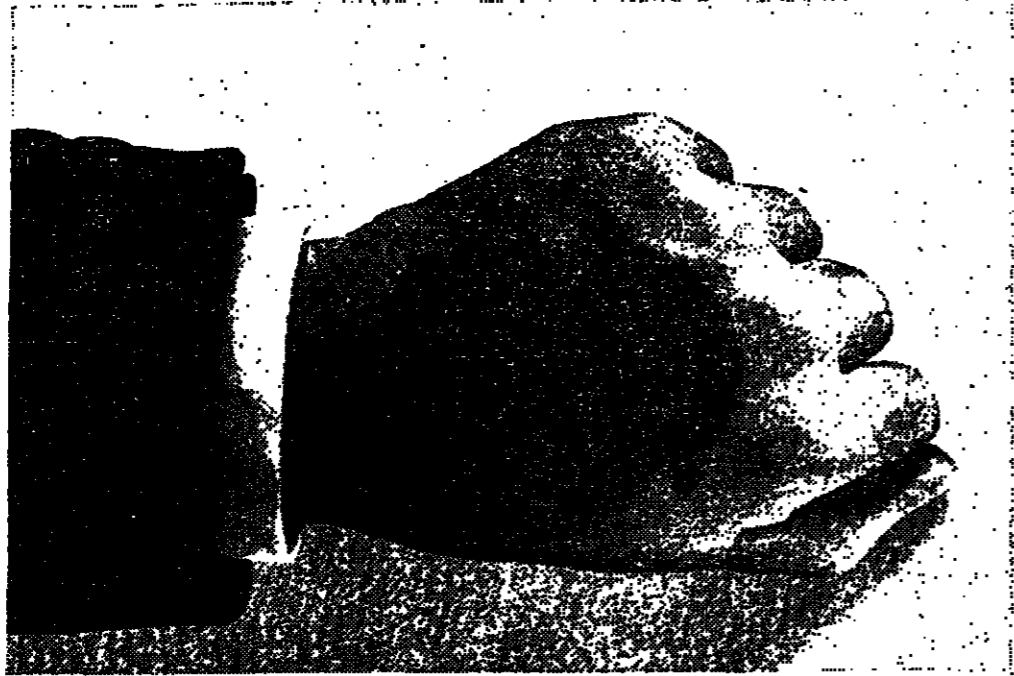
AGREEMENT HAS been reached for Beijer, the large Swedish investment company, to buy a 22 per cent stake in Calmar, a U.S. manufacturer of dispensing equipment, for some \$20m.

German lift for Philip Morris

PHILIP MORRIS, the U.S. diversified tobacco group, increased its share of the West German cigarette market in the first quarter of this year to 17 per cent from 14 per cent a year ago.

Table with 4 columns: Company Name, 1984, 1983, 1984, 1983. Rows include ALLBERRY INTL, CONTINENTAL TELECOM, KENNEDY-CLARK, AMERICAN BRANDES, DOMINION RESOURCES, HODDGRADYS, BO FOREST PRODUCTS, DUN & BRADSTREET, NORTHERN TELECOM, CHESEBROUGH-POPE'S, GREAT LAKES FOREST PROD., CRUISE INSURANCE, PEOPLE EXPRESS AIRLINES, CONRAD, HUNTERS TOOL, SAFARIWAY STORES.

Table with 4 columns: Company Name, 1984, 1983, 1984, 1983. Rows include ALLBERRY INTL, CONTINENTAL TELECOM, KENNEDY-CLARK, AMERICAN BRANDES, DOMINION RESOURCES, HODDGRADYS, BO FOREST PRODUCTS, DUN & BRADSTREET, NORTHERN TELECOM, CHESEBROUGH-POPE'S, GREAT LAKES FOREST PROD., CRUISE INSURANCE, PEOPLE EXPRESS AIRLINES, CONRAD, HUNTERS TOOL, SAFARIWAY STORES.



Business and finance deals in Australia? Ring the people who know Down Under like the back of their hand

It takes a big, growing bank to know a big, growing country. If you have business to transact in Australia, get in touch today with CTB, an arm of one of Australia's largest banking groups.



London: 8 Old Jewry, EC2R 8ED. Tel: (01) 600 0822. Telex: 883864. New York: Tel: 599 1000. Telex: 238550. Hong Kong: Tel: 286441. Telex: 60466, 60802 & 61629.

WANTED: British made portable bus. micro, incl. Fin. Plan, Exec. Desk Top, w.p. & filing software. Must have BT aprvd. on-board modem and auto-dial for direct connect to Prestel, Micronet 800, and other Viewdata systems.



FOR SALE: The new Wren Executive System. No other small computer offers you more... so why settle for less?

WREN EXECUTIVE SYSTEM. Distributed by: Prism Business Systems Ltd. Telephone: 01-253 2277. Carry the company in your hand not on your shoulders. For full details of the Wren Executive System complete this coupon and send it to: Wren Executive Systems, 18-29 Mora Street, City Road, London, EC1V 8BT.

N.S. FINANCE CORPORATION N.V. U.S. \$20,000,000 Guaranteed Floating Rate Notes Due 1985/6/7/8. Unconditionally guaranteed by Nedecolandse Scheepswythebank N.V. For the six months 24th April, 1984 to 24th October, 1984, the Notes will carry an interest rate of 11 1/4% per annum with a Coupon Amount of U.S.\$22.22 payable on 24th October, 1984.

INTL. COMPANIES & FINANCE

Sharp rise in group earnings at Ito-Yokado

By Yoko Shibata in Tokyo
ITO-YOKADO, a major supermarket chain operator, has consolidated its position as Japan's most profitable retailer in the year to February.

ADB completes 40% of 1984 borrowing plan

BY PETER MONTAGNON IN AMSTERDAM

THE Asian Development Bank (ADB) has already completed about 40 per cent of 1984 borrowing programme, having borrowed intensively in the early part of the year out of fears that interest rates will rise.

Development Bank. Total capital market borrowing in 1984 will again be about \$1bn compared with \$975m last year.

low fixed rates of interest. Unlike the World Bank, which occasionally raises relatively short-dated bonds, ADB prefers at least a 10-year maturity.

Growth in Bahrain OBU market

BY MARY FRINGS IN BAHRAIN

BAHRAIN'S offshore banking market grew by 3.4 per cent to U.S.\$59.5bn in February, the Bahrain Monetary Agency (BMA) reports.

sits from the same sector represented 23.3 per cent of total liabilities.

which opened in February 1982, improved its performance last year but is having an uphill struggle to obtain an economic share of the market.

Record issue for Malayan Banking

By Wong Sulong in Kuala Lumpur

MALAYAN BANKING, Malaysia's second largest bank, is seeking to raise 630m ringgit (US\$270m) from its shareholders by a record issue on the Kuala Lumpur Stock Exchange.

The directors say the proceeds would be used to finance the bank's 88-store headquarters being built in Kuala Lumpur and a sports and staff training centre, and to align its capital to the rapid growth of its deposits and assets as required by law.

The bank is proposing to issue 45m new shares through a one-for-four rights issue, priced at 6 ringgit per share.

Following the issues, the bank's paid-up capital would increase from 180m ringgit to 270m ringgit.

After-tax profits of the bank for the six months ended December rose 34 per cent to 50.6m ringgit.

Nippon Steel orders new vessel and guarantees another four

TOKYO - Nippon Steel Corporation said yesterday that its new 50 per cent subsidiary, Nippon Steel Shipping, has ordered a 170,000 gross tonnes bulk carrier to be launched in March 1985.

noted that the new Nippon Steel orders have come when the world shipping market faces a tonnage surplus.

will carry cargoes of national necessity.

Nippon Steel has also given five-to-ten-year cargo guarantees to enable another four vessels of about the same tonnage to be ordered by five other shipping companies for launching by early 1985.

In Japan, laid-up tonnage is now about 41.5m tonnes, with new orders for the 1983-84 financial year ended March 31 at 12.43m tonnes, according to the Japan Shipbuilding Industry Foundation.

Nippon Steel said the new orders would help to stimulate demand for its depressed large steel-plate division and at the same time assist Japanese yards suffering from recession.

Nippon Steel Shipping's other owners include Nippon Steamship with 30 per cent, Shima Shipping with 10 per cent and Nittetsu Trading with 10 per cent.

Despite international criticism of recent Japanese shipbuilding programmes, the four new buildings supported by Nippon Steel cargo guarantees have attracted semi-official loans.

Compared with the conventional battery that uses lead and nickel cadmium, a polymer battery would be lighter, more powerful and could be made in many shapes, the spokesman said.

U.S. \$100,000,000 National Westminster Finance B.V. (incorporated in The Netherlands with limited liability) Guaranteed Floating Rate Capital Notes 1992

Life Savers and Allen's Confectionery to merge BY LACHLAN DRUMMOND IN SYDNEY TWO AUSTRALIAN sweets manufacturing groups, Life Savers (Australasia) and Allen's Confectionery are to merge...

McKechnie Brothers As anticipated, profits in each of our three main geographical areas of operation have improved compared with the corresponding period last year giving an increase in profit before tax of nearly a quarter.

TEC TOKYO ELECTRIC CO., LTD. (Tokyo Denki Kabushiki Kaisha) U.S.\$70,000,000 6 1/2 per cent. Guaranteed Bonds 1989

Bank Brussels Lambert Banking and financial services for high achievers Making a profit is the ultimate objective of any dynamic businessman. But it is not the only one!

## Hutchison Whampoa Limited 1983 Group Results

	1983 HK\$M	1982 HK\$M
<b>Profits</b>		
Trading profit	1,118	1,098
Exchange gain	233	—
Share of profits less losses of associates	48	93
	<u>1,399</u>	<u>1,191</u>
Taxation	151	172
	<u>1,248</u>	<u>1,019</u>
Minority interests	81	70
	<u>1,167</u>	<u>949</u>
Extraordinary items	123	52
	<u>1,290</u>	<u>1,001</u>
<b>Earnings, per share</b>		
	<b>HK\$2.54</b>	<b>HK\$2.05</b>
<b>Ordinary Dividends, per share</b>		
— Interim	21c	15c
— Final	42c	30c
	<u>63c</u>	<u>45c</u>
<b>Special Dividend,</b>		
per ordinary share	<b>HK\$4.00</b>	—
absorbing	<b>HK\$1,779M</b>	—
By order of the board		
A.C. van der Linden		Hong Kong
Company Secretary		28th March, 1984



**Hutchison**  
HUTCHISON WHAMPOA LIMITED

## INTL. COMPANIES & FINANCE

Terry Dodsworth on a sector facing a spectre of financial collapse

### U.S. nuclear plant problems pile up

HARDLY A DAY has gone by over the past month, or so, without another item of ominous news rolling in from the U.S. nuclear power industry. Gigantic cost overruns, accompanied by warnings of astonishingly long delays in completion times, are by now commonplace: what is frightening the industry is the spectre of financial collapse.

In the past few days this threat has moved palpably closer. The full year accounts of three large electrical utilities have been qualified by the auditors, in some cases using surprisingly straightforward and unambiguous language.

The accountants Pear Marwick Mitchell, for example, said earlier this month that if Public Service New Hampshire (PSNH) was unable to find additional sources of finance within three weeks, and the banks declined to advance funds, the company "would be forced to seek protection from its creditors under the Bankruptcy Code."

The consequences of the turnaround in the fortunes of the hardest hit power companies border on the tragic in some cases. Utilities in the U.S. are conventionally regarded as "safe" stocks, favoured by investors who need a steady return and are happy to accept an average performance for little or no risk.

"I have been deluged with telephone calls from shareholders who want to know what has happened to their stock," says an official of Public Service of Indiana (PSI). "Many

"I have been deluged with telephone calls from shareholders who want to know what has happened to their stock..."

of them say that they have been living off the \$12,000 or whatever that the dividends brings in—and that they do not know what they will do without it." PSI announced a 65 per cent cut in its dividend in January.

A large number of these small investors have probably liquidated their positions by now, taking a heavy loss on the way. In the past six months, utilities that were not far into their investment programmes and could afford to abandon them did just that, with the result that around 90 plants have been cancelled in the last five years. But for those that remained, the problems of

selling their life's savings. The company's stock is now trading at a little under \$8 a share, against almost \$25 in July last year and a 12-month peak of around \$28. Public Service New Hampshire's shares are now around \$13, against \$21½ last July, and Long Island Lighting Company's stand at just under \$1, compared with over \$16 in July. All these falls are well in excess of the market decline.

The market answer to this kind of misfortune is, of course, that equity investors take a risk. There are plenty of speculators doing just that at present as they pick up shares which in Lico's case, to take one example, are trading at about a 60 per cent discount to stated net worth.

But the position is not quite so straightforward as the general states of the market place might suggest. In the first place, the nuclear utility business is a highly regulated one, in which the political organisations which make the rules can, and do, closely determine the operating parameters, including the permissible profits of the organisation. A ceiling on return on equity, for example, is enforced throughout the U.S. industry, designed to prevent the exploitation of consumers.

In principle, the concept of these hybrid concerns, public monopolies with a private funding base, has been to establish a system which gives everyone a "fair" return—shareholders, workforce and customers. They are so tightly regulated that PSI, for instance, finds it impossible to go to the banks for refinancing without the permission of the controlling state agency.

Secondly, the rules of this carefully balanced game were changed entirely by the Three Mile Island disaster five years ago. "Any company that started its nuclear investment programmes before Three Mile Island has faced the prospect of a financial crisis ever since," says one official.

The opponents of nuclear power claim that what has happened since simply shows how incompetent and shabby the industry had been in its work standards. In the past, many utilities that were not far into their investment programmes and could afford to abandon them did just that, with the result that around 90 plants have been cancelled in the last five years. But for those that remained, the problems of

adapting to a more demanding environment have proved extraordinarily difficult. In the first place they have had to face much heavier pressure from the environmentalist lobby, backed by increased public sympathy.

But even more importantly, the Nuclear Regulatory Commission (NRC) itself came up with exacting new requirements. Construction regulations were

internally generated funds have provided only between 28 and 32 per cent of construction expenditures...

adapted to a more demanding environment have proved extraordinarily difficult.

In the first place they have had to face much heavier pressure from the environmentalist lobby, backed by increased public sympathy.

But even more importantly, the Nuclear Regulatory Commission (NRC) itself came up with exacting new requirements. Construction regulations were

internally generated funds have provided only between 28 and 32 per cent of construction expenditures...

tightened up to the extent that builders complain today that they can hardly move without signing a form.

A harrowing history of the Diablo Canyon plant on the Californian coast shows how this has exposed the shortcomings of the industry. Started in 1978, it had to be completely redesigned and strengthened four years later to take account of an offshore earthquake fault. Its start-up has since been delayed because of 315 different reports of shoddy workmanship and deficiencies at the plant which have had to be investigated by the NRC.

The financial impact of these new ground rules is difficult to exaggerate. The tighter standards mean spending much more money on construction, which has often had to be repeated to meet the requirements of the NRC. More crucially, however, they also involve vastly inflated financing costs.

These additional costs are closely related to the way nuclear plants are funded in the U.S. According to the Edison Electric Institute, internally generated funds have provided only between 28 and 32 per cent of construction expenditures in the last ten years.

The cost of servicing these funds as they are held for a longer period than originally planned scarcely needs to be emphasised. When the completion time on PSI Indiana's Marble Hill project was stretched a further two years

to the end of this decade, the price tag went up from \$5.18bn to \$7bn—and 75 per cent of that extra cost was in interest and dividends for the additional construction time.

At the same time, profits have come under increasing pressure. In part, this is due to a bad miscalculation of future energy trends. Back in the heady period when many of the new generation of nuclear plants were planned, forecasters were looking at demand increase in line with or even better than the 7 per cent experienced up to that date.

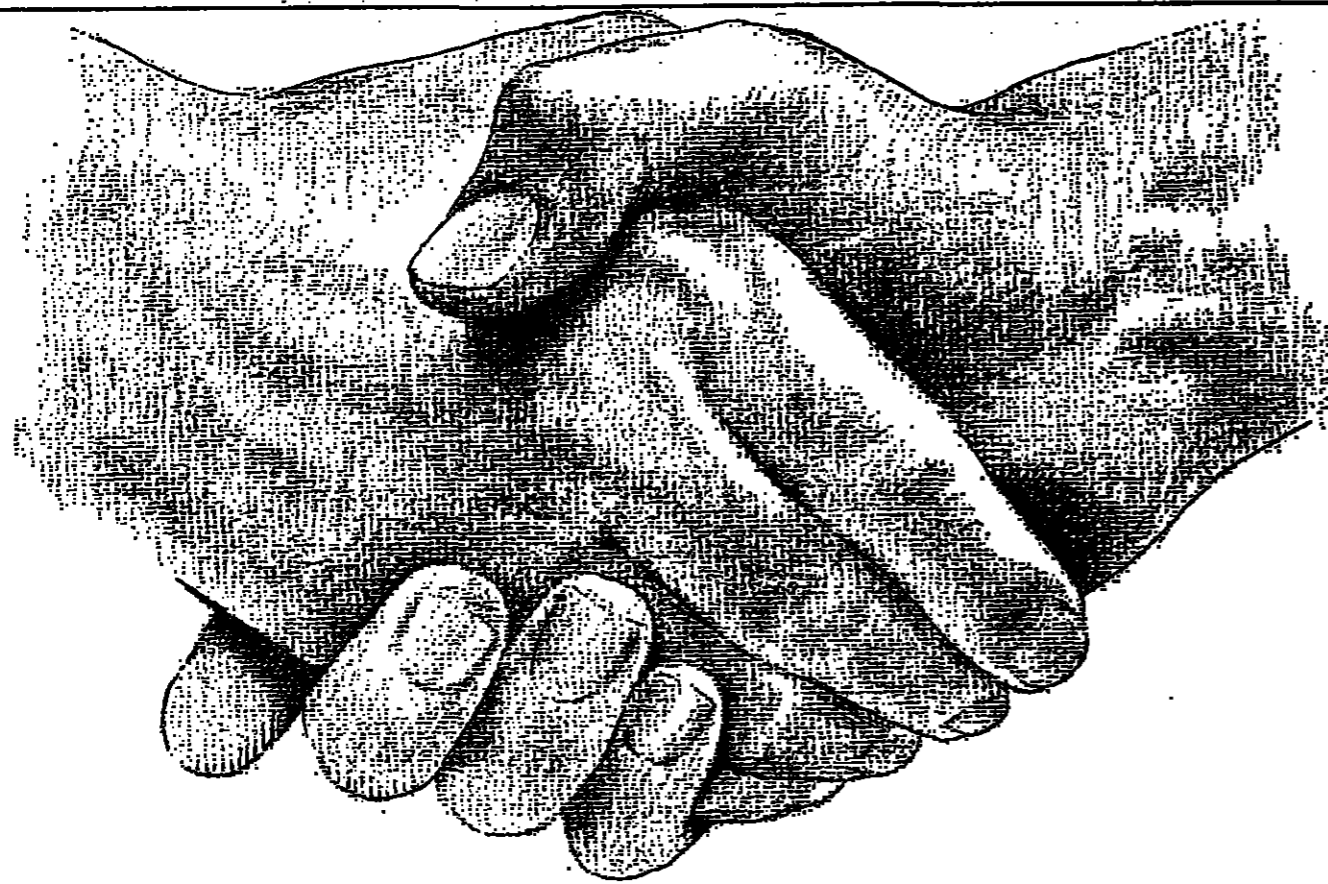
By contrast, between 1974 and 1983, growth averaged only 2.1 per cent, and for the rest of this decade the projections suggest similarly modest increases of between 2.5 per cent and 3.0 per cent.

In many states, the utilities have faced a further earnings constraint. Several parts of the country allow the power generating companies to recover only a portion of their enormous construction costs—or even none at all—in their current tariffs. Customers can only be charged when a project comes on stream. Hence every incentive to hasten down the hatches and press on until the run into the big cash generating phase when they brought their power stations into production.

As they abandon their plants, however, the companies are faced with what Wall Street would call a "double Whammy." They will be unable to gain access to the period when cash should be flowing in rather than out, and they will be forced to write off projects with book values far in excess of their own net worth—the recipe for bankruptcy.

Until a few months ago, the companies were still trying desperately to borrow their way out of this predicament. But for several utilities that option is now virtually closed.

The question now is whether the companies which have got themselves into this predicament will be allowed to go under or whether the regulators will move in and pick up the pieces. There have been no utility bankruptcies since the depression. To avoid them now, the authorities are going to have to step in with grants, push through some sort of reorganisation, or allow some undoubtedly unpopular scheme of additional tariffs to help them out of their fix.



## DEPEND on the Dutch bank on hand in Asia.

If you're a businessman in Hong Kong seeking to fund a project in Jakarta, or if you require trade finance for a complex agreement between Singapore and Taipei, or if you're a Japanese company making an acquisition in Colombo, why should you come to a Dutch bank?

Because the bank for all your needs in Asia is Amro Bank.

As one of the leading commercial and investment banks in The Netherlands, Amro brings to business all the resourcefulness and reliability you expect from the Dutch.

As a major force in international banking with assets of over US\$ 40 billion, we bring strength and experience as well. But we bring something further:

the distinctive qualities of Amro—speed of decision, flexibility and precision.

These are qualities which have helped our success, qualities you can depend on. So get in touch with us in any of the cities below, or contact our head office at 595 Herengracht, Amsterdam (Tel.: (20) 28 93 93. Telex: 11006 amro nl) or 119 Coolsingel, Rotterdam (Tel.: (10) 30 49 11. Telex: 22211 amro nl).

**amro bank**  
Amsterdam-Rotterdam Bank NV

Colombo, Hong Kong, Jakarta, New Delhi, Singapore, Taipei, Tokyo.

Dutch, dependable and developing worldwide.

## U.S. Government Backed Securities: Leading Investment Opportunity

New York: The current market in Government backed pass through mortgage certificates is seen as a solid and sound investment, yielding, on the average, a 12% return. Our experience, as one of the first U.S. companies to specialize in these investments, leads us to believe that the invested capital, guaranteed by agencies of the U.S. Government, is among the safest high yielding investments on the market today.

Known throughout the investment community by the rather clever names of Ginnie Mae, Fannie Mae and Freddie Mac, these securities have a strong history of a high, steady return. Since the yield is not guaranteed, even though the invested capital is protected by U.S. Government agencies, there can be a fluctuation in anticipated yield. These fluctuations have, over the years, proven to be modest ones, with the return paid to investors generally averaging a return that is higher than the anticipated yield.

Freddie Macs, Ginnie Maes and Fannie Maes are sold as shares of huge mortgage pools and are available in amounts of \$20,000 and more. The anticipated yield, which we currently estimate to be 16%, is formulated based on our analysis of this particular group's past performance and which, in our opinion, while not guaranteed, offers such attractive potential. The yield based on a 12 year average life using Freddie Mac standard bond yield table is 11%.

These sound investments are rapidly becoming one of the most

highly desirable investments on the market today. Several reasons may contribute to the current trend that shows investors are, with extreme confidence, investing large sums of capital funds in these sound, high yielding investments. Protection of capital is one important reason. Another reason for the growing popularity of these investments is the easy liquidity of the securities. As popular as they are, there is a ready market for them and they can be sold, at market value, quickly. Additionally, there are no interest penalties when you sell, unlike the penalties that must be paid or the interest that must be forfeited with some investments. Serious investors are placing a larger portion of their investment funds in a U.S. Government backed pass through mortgage pool and realizing a steady, profitable return on their investments.

Throughout most of the U.S. these securities are offered, depending on availability and prior sale, at the offices of Donald Sheldon

Government Securities, Inc. Donald Sheldon has regional offices located in: Miami Beach, Florida; Houston, Texas; Pompano Beach, Florida; Los Angeles, California; and Honolulu, Hawaii. Home Office: One Wall Street, New York City.

For more complete information on Ginnie Maes, Fannie Maes and Freddie Mac Certificates, call the nearest office of Donald Sheldon Government Securities, Inc.

In New York:

(212) 747-9215

In Florida:

Pompano Beach

(305) 785-3410

Ft. Lauderdale (305) 942-2731

Miami Beach (305) 532-6200

In Texas:

Houston (713) 975-8182

In California:

Los Angeles (213) 820-1030

In Hawaii:

Honolulu (808) 524-5263

Clip and send this coupon for details and information on Government Securities.

**DONALD SHELDON**  
**GOVERNMENT SECURITIES, INC.**

One Wall Street, New York N.Y. 10005

Please send me more information about U.S. Government Securities.

Name \_\_\_\_\_

Home Phone \_\_\_\_\_

Bus. Phone \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_

State \_\_\_\_\_

Zip \_\_\_\_\_

FT4-25







UK COMPANY NEWS

# Caparo hits target with 60% advance to £1.93m

**PRE-TAX PROFITS** of Caparo Industries jumped by 60 per cent from £1.22m to £1.93m in 1983, in line with last month's forecast of more than £1.8m. Turnover climbed by nearly £30m to £22.1m.

The directors expect the group to show continued satisfactory growth in pre-tax profits, both from improved performance of existing businesses and from further acquisitions. This growth should be achieved with present demand levels, they state, even though these still do not show significant signs of sustained recovery in the industries which Caparo serves.

Reflecting the 1983 profits advance and confidence in the group's future, the dividend is being lifted by 30 per cent to 1.5p (1.25p) net with a final of 0.85p per share.

Earlier this month, Caparo announced the sale of its investment in Brockhouse and the decision not to proceed with an offer for the company, it estimates that this will result in a surplus on disposal of some £1.04m, before allowing for the costs of the capital injection and takeover proposals of £0.22m. The net surplus before tax of £0.82m will be included in the 1984 results.

Profits in 1983 from trading activities rose from £1.54m to £2.76m, while investment activities contributed £0.92m (£1.52m). Interest payable increased from £1.34m to £1.75m and 1983's pre-

tax results were after charging exceptional items of £0.31m. Tax took £286,000 (added £371,000) and there were also extraordinary debits of £406,000 (£726,000)—mainly relating to closures and restructuring of continuing businesses. Earnings per 25p share were 4.62p (3.22p) before tax and 3.86p (4.83p) after.

A divisional analysis of pre-tax profits shows (in 000's)—industrial services £272 (118 loss); crown and tower, up 2p to a new 1984 peak of 115p, still its within Caparo's £20m-£25m takeover parameters. Otherwise, Caparo is making good progress despite the sluggish performance of its chosen areas of the economy. Industrial services takes the plaudits for 1983 and the Barton acquisition looks fully up to scratch. Engineering is plainly a disappointment but the Acme disposal should be worth about £200,000 in less elimination this year and divisional development spending looks to have been written out against the top line rather than being capitalised as in the past. The bull point for the shares is this strong advance at the operating level, tempered by the erratic nature of investment gains and, of course, the effect of Budget changes. The p/e of 11.1 on actual tax and a yield of 5 per cent seem fully abreast of events for the moment although the group can be expected to deal quite heavily in the acquisition market at any time.

# Second half lifts profits at Anchor Chemical

**DESPITE** A difficult year, Anchor Chemical Group achieved higher taxable profits of £541,000 against £333,000, in calendar 1983.

Second half profits virtually doubled from £220,000 to £431,000 and more than offset the £123,000 shortfall incurred at midway. Turnover for the 12 months was nearly £1m higher at £14.23m (£13.32m).

Last year's profit included an exceptional credit of £85,000 (debit £17,000).

But the low worldwide demand, seen in the latter part of 1982, continued at the depressed level in the first half of the year and resulted in more cost cutting actions in the UK. These included further reductions in manning, and cost the company £72,000 (£75,000) in redundancy payments.

This action together with improved market conditions enabled the UK companies to trade profitably in the final quarter, the directors report.

Elsewhere, higher aggregate profits were earned by the overseas companies.

The final dividend is lifted from 2p to 2.25p for a higher total of 3.25p (3p), with earnings per share pre-extraordinary items shown as 3.25p (3.57p) and 6.72p (7.26p) after.

Retained profits come out at £395,000 (£212,000) after tax of £374,000 (£269,000), dividends of £36,000 (£38,000) and extraordinary debits.

# USM placing gives £1.4m valuation to Plan Invest

**Plan Invest**, a company advising investors on portfolio investment in unit trusts is coming to the USM. It is placing a total of 1,075,000 10p shares—49 per cent of the equity—at 62p per share, valuing the entire company at £1.38m.

The issue, sponsored by stockbrokers Robert Wigram & Co. will leave chairman Mr David Trimble and managing director Mr Peter Haynes owning 51 per cent of the capital between them. Besides realising part of their investment, the issue is intended to give the group—which is based in Cheshire—wider publicity among the investing public, and also to create opportunities for acquisition in the area of financial planning.

Between 1979 and 1983, group turnover increased from £188,000 to £380,000, and pre-tax profit grew from £34,000 to £155,000. Profits in 1983 were 78 per cent ahead of the year before. No forecast is given for the current year, but management accounts indicate a satisfactory start to the year, and the directors will be "disappointed" if last year's profit figure is not bettered.

Subject to unforeseen circumstances, the directors intend to pay an interim dividend in November 1984 of 0.55p net, and a final in May 1985 of at least a similar amount. At the placing price, the expected yield is 2.5 per cent, and the historic multiple is stated as 15.8.

Besides advising on the choice of unit trusts, the group operates a full financial planning

# Laurence Gould pays more than forecast

**PRE-TAX PROFITS** at Laurence Gould, agricultural consultants, improved by 51 per cent to reach a record £245,000, against £264,000, for calendar 1983.

The company, which obtained a USM listing last June, will pay a final dividend of 1.85p to make a total 3.15p, compared with the 2.975p prospectus forecast.

Turnover, including that of the subsidiary ULG Consultants which has just won a Queen's Award for Export Achievement, also showed substantial improvement to rise from £2.32m to £3.36m. Trading profit before costs of £46,000 (£34,000) for the staff profit sharing scheme, reached £391,000 against £296,000. Tax was up from £91,000 to £153,000.

Mr Laurence Gould, the chairman, is encouraged by the group's financial structure and will look for opportunities for expansion. The company acquired early this year the major fishery consultancy group Fisheries Development to complement its international activities, and is considering new growth in the agricultural market research sector. The company should benefit from the reduction in corporation tax and the abolition of the National Insurance Surcharge announced in the Budget. The current order book is 75 per cent contracted, and while there is still work to be sold the company is taking a long-term view.

COMPANY NEWS IN BRIEF

Net asset value at the New Australia Investment Trust, a specialist in the natural resources sector, rose by 16.3 per cent in the six months to March 31 to reach 113.9p per share against 98.5p for the comparable period. As was the case last year, there will be no interim payment. Last year's final amounted to 1.5p.

Pre-tax profits were down from £128,000 to £82,000, but the directors state that profitability showed a sharp increase in the second half and expect a 20 per cent improvement in the current year.

They anticipate that this will be a record year for oil and gas exploration activity, and have placed more emphasis on the natural resources sector of the portfolio.

**AB Electronic Products Group** has received acceptance for 4,702,988 new ordinary shares (96 per cent) in respect of its recent one-for-four rights issue.

Acceptances to the Bowater rights issue were received in respect of 90 per cent of the shares offered. The balance has been sold in the market at a premium for the benefit of provisional allottees.

In view of an improvement in profits, the directors of Moss Bros, tailors, are recommending a higher final dividend of 3.25p, against 2.5p, for a 4.7p total, and also propose to make a one-for-five rights issue.

For the 12 months to January 28, 1984, pre-tax profits advanced from £502,000 to £549,000, on turnover £5.75m higher at £16.78m, after an exceptional debit of £120,000 contribution to pension scheme, and after interest payable of £109,000 (receivable £19,000). Other income added £33,000 (£32,000). The increase in respect of 3p, largely due, says Mr M. G. Moss the chairman, to the continuation of very tight controls over margins and expenses, together with the benefits related to the Fairclays acquisition.

Net profits came out at £395,000 (£297,000), after tax of £254,000 (£205,000), and earnings per share totalled 15.67p (11.79p).

Taxable profits rose from £349,000 to £736,000 at Boscely & Hawkes, music publisher and instrument maker, for 1983, on turnover up from £1.22m to £24.2m. At the interim stage, pre-tax profits were £481,000 against losses of £559,000.

However, retiring chairman Sir Richard Young says second half profits did not bear the same relationship to the first half, as in 1982.

Tax took £437,000 (£288,000), and minorities £32,000 (£18,000). There was an extraordinary credit last time of £5,000.

A final dividend has been recommended at 3p (2.2p) making 5p (3.3p) for the year. Earnings per 25p share improved to 6.5p (5.4p).

Sir Richard says 1984 started with some difficult weeks which will set back the first-half results. Progress should then be resumed in realising potential.

The effect of the reorganisation is coming through at Bardsey, and is reflected in the

results for 1983 which show a profit before tax of £74,000, after a loss of £90,000 in the first half, and compares with a loss of £250,000 in the year 1982. The nominal dividend is 0.05p, against 0.1p.

In the current year the gradual improvement in trading has continued and the first three months are showing a better result than for the same period in 1983.

Bardsey is an industrial and finance group with main interests in furniture, hand tools, and property investment. Its sales showed little change at £34.08m (£34.7m) net of the gross profit of £8.58m (£8.45m). After a tax credit of £276,000 (£283,000) the net profit is £390,000 (£229,000) and earnings are 0.02p (loss 1.89p) per share. In addition, there is an extraordinary loss of £321,000 (£363,000).

Net asset value at English National rose to 231p per preferred ordinary share and from 114.5p to 156p per deferred ordinary share for the year ended March 31. The directors are proposing a final dividend of 6.15p (5.75p) and 3.7p (3.3p) to lift the totals from 10p to 10.55p and from 5.1p to 5.65p.

Group income, including dividends and interest received, rose slightly from £288,000 to £313,000. There were unchanged interest charges and expenses of £68,000 and tax absorbed £74,000, up from £71,000. The company's net profit is £270,000 (£229,000) on the basis of one new preferred ordinary share for every two preferred or deferred shares held.

Pre-tax revenue at First Charlotte rose to £91,000 in the year to March 31 1984. Income was £221,000 against £103,000, and interest and expenses took £130,000 compared with £73,000. Tax was up from £11,000 to £27,000 and earnings per 5p share rose from 0.06p to 0.11p. The dividend is effectively raised from 0.04p to 0.09p.

At the year-end, net asset value reached 12.1p—54 per cent above the original issue price, and 13 per cent higher than a year ago.

Most of the monies raised by the earlier rights issue was invested during the second half of the year and, together with the heavy dealing costs, meant that the net asset value did not fully benefit from the strong USM performance.

The fall in profits at Beauford Concrete Machinery for 1983 turned out to be £490,000 after a £490,000 drop at the midway stage. Group profit before tax for the year came to £1.78m, compared with £2.2m, on turnover £2.85m lower at £16.52m.

Although that company's results are disappointing, the directors cannot be dissatisfied with them in the circumstances. The new line of aerial work platforms made progress, although more slowly than expected. In South Africa, Bensa probably completed its first full year of operations.

Tax takes £748,000 (£735,000) to leave the net profit at £1,042m (£1,477m) for earnings of 3.25p (3.12p) per share. The final dividend is 2.75p for a net total of 3.75p (3.48p).

**DIVIDENDS ANNOUNCED**

Company	Current payment	Date of payment	Corre- sponding div.	Total for last year	Total year
Anchor Chemical	2.25	June 9	2	3.25	3
Bardsey	0.05	—	0.1	0.08	0.1
Beattals	1.4	June 13	1.3	1.75	1.6
Beattals	1.4	June 11	0.75	1.5	1.25
Caparo Industries	2.75	—	2.85*	4.08	3.5*
Cement Charles	4.25†	—	4.5	12.3†	7.5
Emess Lighting	3.7	July 4	3.3	5.65	5.1
English National**	6.15	July	5.75	10.55	10
English National††	3.7	May 31	1.65	2.94	2.4
Feb Intl.	1.94	May 14	2.25	4.25	3.56
Futura Holdings 2nd Int.	1.85	—	—	3.15	—
Laurence Gould‡	1.11	June 30	1.11	1.48†	1.48
Helene London	3.25	July 12	2.5	4.75	3.35
Moss Bros	2.1	July 9	1.82	3.57	3.12
Nurdin & Peacock	5.25	—	4.35	7.25	6
Rusk & Tompkins	4.41	July 3	4.41	6.16	6.16
Thos. Warrington	—	—	—	—	—

Dividends shown pence per share net except where otherwise stated. † Equivalent after allowing for scrip issue. ‡ USM stock, increased by rights and/or acquisition issues. § USM stock, increased by rights and/or acquisition issues. ¶ For 18 months to December 31 1983. †† For preferred ordinary shares. \*\* For deferred ordinary shares.

# Legal & General's growth and progress

1983 was another year of substantial growth and progress for the Legal & General Group, with pre-tax profits up 20% and the profit attributable to shareholders up 27%.

At home we increased our share of new ordinary life business, consolidating our position as Britain's second largest life assurance group. Our UK short-term insurance business also made a useful contribution to our profits.

However the difficulties in certain international markets, especially reinsurance, adversely affected the results.

Our strengths in new product development and marketing equip us extremely well to meet the

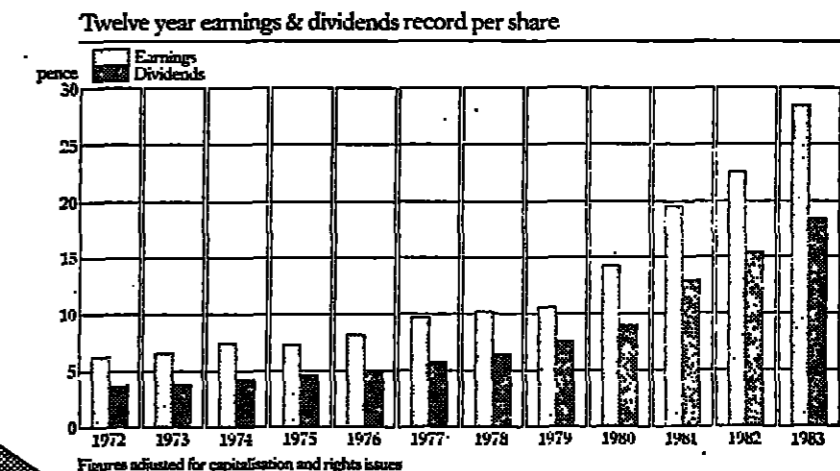
**Highlights from the Accounts**

	1983	1982
Profit before tax and minorities	£56.0m	£46.7m
Profit attributable to shareholders	£43.1m	£34.0m
Dividends	£28.1m	£23.3m
Earnings per share	28.46p	22.59p
Dividend per share	18.50p	15.50p
Shareholders' funds	£219.3m	£178.8m
Insurance funds	£8,181.0m	£7,138.8m

challenge of the loss of life assurance premium relief, while our considerable single premium and personal pension business remain unaffected.

On pensions 'portability', we favour a widening of the range of choices for pension provision but strongly oppose any legislation undermining 'final salary' schemes in favour of 'do-it-yourself' arrangements which could leave millions of employed people and their families worse off.

However, changes are likely to create new marketing opportunities from which Legal & General, as the UK's leading pensions office, is very well placed to benefit. A copy of our submission to the Committee of Inquiry is available on request.



Annual General Meeting 16 May 1984

For a copy of our 1983 Report & Accounts, and further information on our policies, please post the coupon.

To: John Neill, Legal & General Group Plc, Temple Court, 11 Queen Victoria Street, London EC4N 4TP.

**Legal & General**  
We cover the things you care for.

Please send me a copy of your 1983 Report & Accounts.

Please send me a copy of your submission on pensions

Please contact me about my insurance needs.

Name \_\_\_\_\_

Address \_\_\_\_\_

Tel No. \_\_\_\_\_

Member of the British Insurance Association and Life Offices Association.



SECTION III - INTERNATIONAL MARKETS FINANCIAL TIMES

Wednesday April 25 1984

NEW YORK STOCK EXCHANGE 30-32 AMERICAN STOCK EXCHANGE 31-32 U.S. OVER-THE-COUNTER 32, 40 WORLD STOCK MARKETS 32 LONDON STOCK EXCHANGE 33-35 UNIT TRUSTS 36-37 COMMODITIES 38 CURRENCIES 39 INTERNATIONAL CAPITAL MARKETS 40

WALL STREET

Economic data aid equilibrium

THE FLOW of statistics on the progress of the U.S. economy continued to capture all attention on Wall Street financial markets yesterday, writes Terry Byland in New York.

The latest details on consumer prices and durable goods orders appeared favourable and did something to offset the disclosure of a record rise in consumer credit in March. But the credit markets remained cautious ahead of the U.S. Treasury's announcement of the size of the budget deficit for last month, due late in the trading session.

Mr Martin Feldstein, chief economic adviser to President Ronald Reagan, described the gain of only 0.2 per cent in the consumer price index for March as an indication that the economy was not overheating. The gain was much smaller than most market predictions, as was the 0.8 per cent upturn in durable goods orders.

But the bond market, unwilling to move ahead of the Treasury statement on the budget, remained sluggish. Retail interest was still very thin, and traders - who suffered further losses last week after three months of persistent setbacks - kept their positions trimmed.

Once again the stock market opened optimistically but could make little or no headway while the bond market remained nervous. The early morning round of gains, which has become an almost traditional indication of the market's underlying hopefulness, was whittled away before beginning afresh.

By 3.30 pm, the Dow Jones industrial average was 11.83 up at 1,161.33. Corporate trading reports helped buoy the confidence of the stock market. The persistently modest level of turnover indicates a substantial weight of institu-

The closing report on Wall Street and updated U.S. market monitors were not available because of industrial action at the Financial Times' printers in Frankfurt.

tional cash in the background, waiting for a clearer view of the outlook for interest rates. But stocks are unlikely to break out of their recent trading range unless the bond market can hold steady.

Among the leaders, IBM edged up 5/4 to \$109 1/2, with Exxon at \$41 and General Electric at \$54 showing similar gains. International Telephone and Telegraph at \$36 1/4 recovered 5/4 of the loss which followed last week's announcement of poor results.

But there was little improvement over the broader range of the market. Both Nasdaq and the American Stock Exchange indices recorded minor losses at midsession.

The latest round of sales figures from the motor industry brought no buyers for the stocks concerned. Ford at \$33 1/4 shed 3/4 and General Motors \$4 to \$64 1/4.

Recent firmness in technology issues brought some profit-taking which left Texas Instruments \$1 off at \$137 1/4 and Teledyne a further 1 1/4 down at \$133 1/4.

AT&T remained unchanged at \$15 1/4 but the regional Bell companies held firm in the wake of their respective results. Southwestern Bell put on \$1 to \$57 1/4.

Coopervision, manufacturer of eye care products, slipped 5/4 to \$22, against the \$25 offered by Nestlé of Switzerland. Carter Hawley Hale at \$27 1/4 gained 1/4 in heavy trading as the market awaited the outcome of the bid situation. Among the speculative oil issues, Mesa Petroleum jumped 3/4 to \$17 1/4.

A further dip in the federal funds rate to 9 1/4 per cent helped the credit markets, and bond prices edged higher at midsession. Turnover remained thin, however. The key long bond put on 1/4 to 93 3/4 and smaller gains were spread throughout the range.

But rates in the Treasury bill market stayed high, with the three-month bill three basis points up at 9.65 per cent and the six-month rate five basis points up at 9.77 per cent.

A sizeable calendar of municipal issues for this week got off to a favourable start with the pricing of \$220m revenue bonds of New York Municipal Assistance to yield 8.50 per cent in 1993 and 10 per cent in 2008. A \$10m mortgage bond from Niagara Mohawk was priced at 205 basis points above the Treasury seven-year note rate after the maturity was shortened from 10 to seven years.

TOKYO

Yet more ground gives way

MORE GROUND was lost in the Tokyo stock market yesterday, with some incentive-backed issues and regional banks providing the only spark of life in otherwise dull trading, writes Shigeo Nishiwaki of Jiji Press.

An overnight drop on Wall Street after the Easter holiday combined with small-lot selling by non-residents and an increased buying balance on margin transactions to drive investors to the sidelines.

The Nikkei-Dow market average of 225 select issues slipped 38.96 to 10,761.82, the same level as in late March. Turnover was modest at 271.67m shares, although up from the previous day's 202.96m. Declines far outnumbered advances 424 to 293, with 159 issues unchanged.

International populars remained lacklustre, reflecting light foreign selling: YDK shed Y190 at one point after a sharp fall in videotape prices, but rebounded later to end Y90 down at Y5,740. The electronics giant Hitachi lost Y3 to Y936 and Fuji Photo Film Y80 to Y1,080. The bearish tone of leading issues spread to other populars, with Matsushita Electric Industrial dropping Y20 to Y1,860, Fujitsu Y10 to Y1,260 and Kyocera Y110 to Y5,890.

Highly capitalised steels and heavy electricals eased, as did chemical, oil and non-ferrous metal stocks.

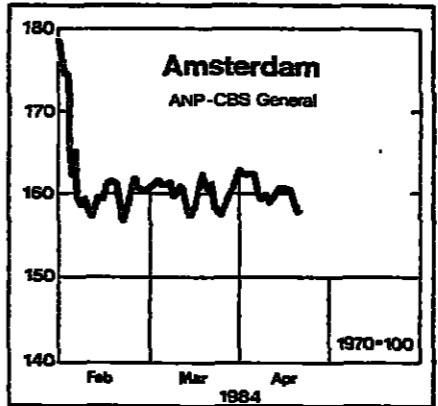
Of the incentive-supported issues to attract buyers, Tokuyama Soda climbed Y30 to Y565, after a report that the company had developed the world's first translucent nitride ceramic using aluminium nitride. It was volume leader on 10m shares. Takara Shuzo gained Y23 to Y800 on expectations of a strong business performance, while Aoki Construction firmed Y33 to Y838 on revived investor interest over its gold discovery in Brazil.

Regional banks remained firm, with Gunma Bank posting a maximum allowable daily rise of Y80 to Y465 and the Bank of Yokohama surging Y42 to Y520.

After the close, the Tokyo Stock Exchange announced that the buying balance on margin transactions on the Tokyo, Osaka and Nagoya stock exchanges at the end of last week had swollen Y26.7bn over the previous week to a record Y2,722.9bn. The margin selling balance decreased Y88.9bn to Y351.9bn.

Bond trading was extremely thin, with banks and securities companies concentrating on an auction of Y700bn worth of 5.9 per cent two-year government bonds. The issue amount was the largest on record.

Although prices moved little in the over-the-counter market, the yield on the benchmark 7.5 per cent government bonds maturing in January 1993 rose slightly to 7.125 per cent from Monday's 7.110 per cent.



EUROPE

Movements remain on modest side

A RELUCTANCE among European bourse investors to embark on any concerted campaign - either on the buying or selling side - was reflected yesterday both in the modest extent of adjustments to most leading prices and in the low turnover in which these were effected.

Factors making for restraint were a firmer dollar and the poor overnight finish in New York, but this was offset in some centres by a softening in domestic

interest rates and a continuing trickle of healthy corporate results.

An additional disincentive for Frankfurt, though, was the meeting set for today of IG Metall union leaders to map out a strike strategy in pursuit of the nationwide 35-hour week claim.

Engineering issues showed KHD off DM 2 at DM 245, steelmaker Hoesch dipped DM 1 to DM 113.50 and VW in cars was DM 2 lower at DM 198. But the respective sectors also had MAN steady at DM 148, Klöckner 10 pfgr firmer at DM 62 and Daimler-Benz up DM 1.50 to DM 558.

Porsche, awaiting its debut, was quoted at a when-issued DM 1,120 against an offer price of DM 780.

Banks fared poorly but electricals were firm. Public sector bonds slid as much as 40 basis points, requiring the Bundesbank to buy DM 37.5m in paper after sales last Thursday of DM 9.4m worth.

Dull Amsterdam dealings, taking the ANP-CBS general index 1.2 lower at 157.8, showed insurer Aegon FI 5.20 off at FI 125.30 on results, and Akzo in chemicals down FI 2.90 to FI 94 ahead of its move to dividend today.

Publisher Elsevier emerged firm at FI 86.50 ex its five-for-one stock split as well as a dividend of FI 10 cash and one further new share for each old one held. The previous close was FI 515.

Domestic bonds were barely changed. The day's strongest performance came from Copenhagen, founded on expectations of a parliamentary accord paving the way toward lower interest rates. Banks fared the best, with Privatbanken jumping Dkr 26 to Dkr 304.

Ahead of further budget measures due today, Stockholm was subdued and weak. A SKr 2 lower finish was registered by Alfa-Laval at SKr 281, Cardo at SKr 423 and Ericsson at SKr 330.

A half-point dip in Paris call money brought a firm but mixed tone. Responding to results, Beghin-Sey shed FFf 10.50 to FFf 270.50 and Elf-Aquitaine FFf 2 to FFf 253 but Pernod Ricard put on FFf 5 to FFf 760 and Dumez FFf 4 to FFf 728.

Steels led Brussels higher, with Cockerill Sambre Bfr 16 ahead at Bfr 319. Zurich weakened, with the exception of the foods sector where Nestlé gained SwFr 40 to SwFr 5,200. Bonds drifted.

Milan gains outnumbered losses, but movements were narrow. Generale Immobiliare in properties added L31 to L349 on above average demand. Electricals led Madrid lower.

KEY MARKET MONITORS

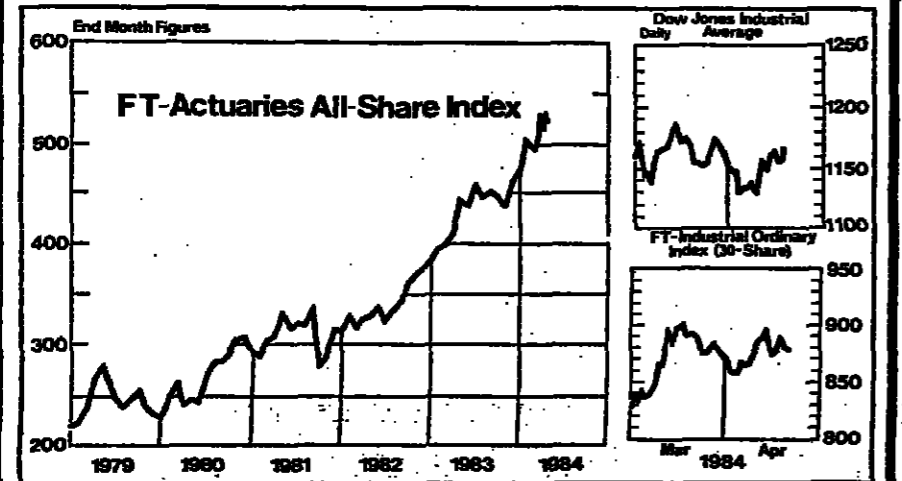


Table with columns for Stock Market Indices, Currencies, Interest Rates, U.S. Bonds, and Financial Futures. Includes data for New York, London, Tokyo, Australia, Austria, Belgium, Canada, Denmark, France, West Germany, Hong Kong, Italy, Netherlands, Norway, Singapore, South Africa, Spain, Sweden, Switzerland, and World.

LONDON

Pit worries restrict a revival

CONCERN over the miners' strike and weakness on Wall Street during the previous day's trading combined to restrict interest in London. The FT Industrial Ordinary Index closed down 3.8 at 878.2.

After a tentative opening, activity increased during the afternoon session, leaving both equities and government stocks above their low points for the day at the close. Gilt were, however, the recipients of most of this late support after appearing during the morning to continue their eight-day decline.

Sterling's fall against the dollar failed to deter buyers and the upward movement continued, leaving many longs up 1/2 on balance. Shorts failed to show similar resilience and settled fractionally softer.

Chief price changes, Page 32; Details, Page 33; Share information service, Pages 34-35

HONG KONG

A PARTIAL recovery was already under way by the Hong Kong close after initial selling followed Friday's details of the planned British handover. With volume quiet, much of the sales were attributed to individuals as a lack of buyers forced prices downward, the institutions merely holding back.

Jardine Matheson, which precipitated the market's last big slide with its reincorporation plans, fell 50 cents to HK\$11.30. That news had set off a two-day retreat which hacked more than 100 points off the Hang Seng index, against yesterday's 45.83 fall at 1,070.02.

SINGAPORE

CAUTION was the overriding Singapore sentiment as prices drifted lower in light trading. Losses outnumbered gains two to one and the Straits Times industrial index lost 1.96 to 993.27.

The property groups were weaker, with Selangor Properties down 17 cents to S\$4.88 and City Development 7 cents off at S\$1.65. Banks were also easier, led by Malayan Banking which closed 30 cents lower at S\$10, following news of a bonus, rights and convertible unsecured note issue.

AUSTRALIA

TRADERS were slow to return in Sydney, restraining activity in all sectors. Continued disappointment with poor results from the Eclipse One well in the Timor Sea was reflected in a further 20-cent fall to A\$11.35 by market leader BHP.

Oils were generally weaker with Weeks Australia down 7 cents to A\$1.83 and Consolidated Petroleum 14 cents lower at 78 cents. The All Ordinaries index finished 0.2 lower at 759.1, while the industrials index was up 1.8 to 995.2.

SOUTH AFRICA

GOLD issues improved gradually in Johannesburg, although a few eased from their peaks near the close. Leading the advances, President Steyn advanced R2 to R73 while Modderfontein rose 25 cents to R7.85.

CANADA

GOLDS led Toronto downward, with weakness spreading to base metal and mineral issues, but the oil and gas sector showed somewhat more resilience. Banks were Montreal's weak spot, although industrials also fared badly. Utilities withstood much of the retreat.

Advertisement for Arab Banking Corporation (ABC) and Banco Exterior de España S.A. / Banco Arabe Español S.A. Includes logos for BAA and ABO, and text: 'BANCO ATLANTICO S.A.' and 'Corporate Finance Department Arcebank Madrid'.

Prices at 3pm, April 24

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Main table containing stock prices for various companies, organized into columns with headers like '12 Month High', 'Low', 'Stock', 'Dr. Yld. E', 'P/E', 'Div. Yield', '100s', 'High', 'Low', 'Open', 'Close', 'Change', 'Prev. Day'. Includes sub-sections for 'D-D', 'C-C', 'E-E', 'H-H', 'L-L', 'M-M', 'N-N', 'O-O', 'P-P', 'Q-Q', 'R-R', 'S-S', 'T-T', 'U-U', 'V-V', 'W-W', 'X-X', 'Y-Y', 'Z-Z'.

Continued on Page 31

Handwritten scribble at the bottom of the page.

هذو اصد اذهل

AMERICAN STOCK EXCHANGE COMPOSITE PRICES

Prices at 3pm, April 25

Main table of American Stock Exchange Composite Prices, organized by stock category (A-Z) and including columns for 12-month high/low, current price, and change.

Continued on Page 32

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Main table of New York Stock Exchange Composite Prices, organized by stock category (A-Z) and including columns for 12-month high/low, current price, and change.

Notes and footnotes regarding stock prices, dividends, and exchange information.

WORLD VALUE OF THE DOLLAR every Friday in the Financial Times

WORLD STOCK MARKETS

AUSTRIA table with columns: April 24, Price, +/- or

GERMANY table with columns: April 24, Price, +/- or

NETHERLANDS table with columns: April 24, Price, +/- or

FRANCE table with columns: April 24, Price, +/- or

CANADA table with columns: April 24, Price, +/- or

NORWAY table with columns: April 24, Price, +/- or

SPAIN table with columns: April 24, Price, +/- or

SWEDEN table with columns: April 24, Price, +/- or

ITALY table with columns: April 24, Price, +/- or

AUSTRALIA table with columns: April 24, Price, +/- or

AUSTRALIA (continued) table with columns: April 24, Price, +/- or

HONG KONG table with columns: April 24, Price, +/- or

JAPAN table with columns: April 24, Price, +/- or

JAPAN table with columns: April 24, Price, +/- or

JAPAN table with columns: April 24, Price, +/- or

OVER-THE-COUNTER

Large table of over-the-counter stock prices with columns: Stock, Price, High, Low, Last, Day

LONDON

Chief price changes (In pence unless otherwise indicated)

Table of London chief price changes for various stocks

FALLS

Table of London stock prices that fell

O-O

Table of London stock prices that opened or closed

P-O

Table of London stock prices that opened or closed

R-R

Table of London stock prices that opened or closed

INTERNATIONAL GUIDE TO THE ARTS every Friday in the Financial Times

AMERICAN STOCK EXCHANGE PRICES

Large table of American stock exchange prices with columns: Month, Stock, Price, High, Low, Last, Day

WORLD VALUE OF THE POUND every Tuesday in the Financial Times

Japan is wild

Continued on Page 40



Handwritten note in Arabic script: "هذا هو الأصل"

MARKET REPORT

RECENT ISSUES

EQUITIES

Table of recent equity issues with columns for issue price, 1984 price, and stock details.

FIXED INTEREST STOCKS

Table of fixed interest stocks with columns for issue price, 1984 price, and stock details.

"RIGHTS" OFFERS

Table of rights offers with columns for issue price, 1984 price, and stock details.

THURSDAY'S ACTIVE STOCKS

Table of Thursday's active stocks with columns for stock name, price, and change.

ACTIVE STOCKS

Table of active stocks with columns for stock name, price, and change.

RISES AND FALLS YESTERDAY

Table of rises and falls yesterday with columns for stock name, price, and change.

LONDON TRADED OPTIONS

Table of London traded options with columns for option name, price, and change.

Equities drift quietly lower but Gilt-edged stocks rally after eight-day fall

Account Dealing Dates

First Dealing Last Account Dealing Date... Apr 3 Apr 26 Apr 27 May 8...

Concern over the miners' situation and the depressed state of U.S. financial markets...

Equity traders described business as comparable with the volume usually seen in the period...

Secondary industrials provided few features but the overall picture was one of a steady recovery...

Government securities looked certain initially to further their unbroken eight-day decline...

CU down again A drifting market of late - down 13 last week - on fading bid hopes...

FINANCIAL TIMES STOCK INDICES

Table of financial times stock indices with columns for index name and values.

HIGHS AND LOWS S.E. ACTIVITY

Table of highs and lows with columns for high, low, and activity.

Press comment, Arthur Heagerty advanced 5 to 44p on hopes of a 'shell' operation...

Secondary issues provided the focal points in Electricals. Data-serv attracted buyers ahead of preliminary results...

Jardine Matheson fall Hong Kong-based issues among miscellaneous industrials took a distinct turn for the worse...

overseas buying interest and advanced a further 10 to 590p. South African Financials provided a firm feature in 'Ascom'...

Properties passed a quiet session. The leaders closed a shade lower with Land Securities losing the turn to 230p...

NEW HIGHS AND LOWS FOR 1984

Table of new highs and lows for 1984 with columns for stock name and price.

Oil rally in oils Oils opened a shade easier and held at the lower level until a brief flurry in the after-hours...

Gold remains firm A steady performance by the bullion price in U.S. markets over the Easter holiday period...

FT-ACTUARIES SHARE INDICES

These indices are the joint compilation of the Financial Times, the Institute of Actuaries and the Faculty of Actuaries

Table of FT-Actuaries Share Indices with columns for equity groups and sub-sections.

FIXED INTEREST

Table of fixed interest with columns for price indices and yields.

EUROPEAN OPTIONS EXCHANGE

Table of European Options Exchange with columns for series, vol, and price.

1 Yearly yield. Highs and lows record, base dates, values and commitment changes are published in Summary Issues...

FT LONDON SHARE INFORMATION SERVICE

IDC Design, Construct & Engineer BUILDING SUCCESS Stratford-upon-Avon 0789 204288

BRITISH FUNDS

Table of British Funds with columns for Fund Name, Share Price, and Dividend Yield. Includes sub-sections for 'Shorts' (Lives up to Five Years) and 'Five to Fifteen Years'.

Over Fifteen Years

Table of funds categorized as 'Over Fifteen Years'.

Undated

Table of undated funds.

Index-Linked

Table of index-linked funds.

INT. BANK AND O'SEAS GOVT STERLING ISSUES

Table of international bank and overseas government sterling issues.

CORPORATION LOANS

Table of corporation loans.

COMMONWEALTH AND AFRICAN LOANS

Table of commonwealth and African loans.

LOANS Building Societies

Table of loans from building societies.

Public Board and Ind.

Table of public board and industrial loans.

Financial

Table of financial loans.

FOREIGN BONDS & RAILS

Table of foreign bonds and rails.

AMERICANS

Table of American stocks with columns for Stock Name, Price, and Dividend Yield.

BUILDING INDUSTRY, TIMBER AND ROADS

Table of building industry, timber, and roads stocks.

DRAPERY & STORES—Cont.

Table of drapery and stores stocks.

ENGINEERING—Continued

Table of engineering stocks.

INDUSTRIALS (Miscel.)

Table of miscellaneous industrial stocks.

ELECTRICALS

Table of electrical stocks.

CANADIANS

Table of Canadian stocks.

DRAPERY AND STORES

Table of drapery and stores stocks.

ENGINEERING

Table of engineering stocks.

FOOD, GROCERIES, ETC

Table of food, groceries, etc. stocks.

BANKS, HP & LEASING

Table of banks, hire purchase, and leasing stocks.

CHEMICALS, PLASTICS

Table of chemicals and plastics stocks.

ENGINEERING

Table of engineering stocks.

HOTELS AND CATERERS

Table of hotels and caterers stocks.

BEERS, WINES & SPIRITS

Table of beer, wine, and spirit stocks.

DRAPERY AND STORES

Table of drapery and stores stocks.

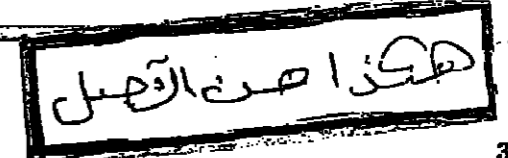
ENGINEERING

Table of engineering stocks.

HOTELS AND CATERERS

Table of hotels and caterers stocks.

Handwritten signature or mark at the bottom of the page.



INDUSTRIALS—Continued

Table of industrial stocks including companies like BHP, Anglo American, and various mining and resource firms.

LEISURE—Continued

Table of leisure and entertainment stocks including companies like British Airways, British Telecom, and various media firms.

PROPERTY—Continued

Table of property and real estate stocks including companies like British Land, Granada, and various housing and development firms.

INVESTMENT TRUSTS—Cont.

Table of investment trusts including various funds like British American, British Overseas, and various international and domestic equity funds.

OIL AND GAS—Continued

Table of oil and gas stocks including companies like BP, Shell, Esso, and various energy and utility firms.

DAIWA SECURITIES logo and company name.

MINES—Continued

Table of mining stocks including companies like Anglo American, BHP, and various metal and coal mining firms.

MOTORS, AIRCRAFT TRADES

Table of motor and aircraft trade stocks including companies like British Aerospace, Rolls Royce, and various automotive firms.

Motors and Cycles

Table of motor and cycle stocks including companies like Honda, Yamaha, and various motorcycle manufacturers.

Commercial Vehicles

Table of commercial vehicle stocks including companies like Ford, Iveco, and various truck and van manufacturers.

Components

Table of component stocks including companies like Bosch, Delco, and various automotive parts suppliers.

Garages and Distributors

Table of garage and distributor stocks including companies like Halfords, Halfords Motor Services, and various car rental and service firms.

Tins

Table of tin stocks including companies like Anglo Tin Mines, Anglo American, and various tin mining firms.

Miscellaneous

Table of miscellaneous stocks including various small cap and specialty companies.

NEWSPAPERS, PUBLISHERS

Table of newspaper and publishing stocks including companies like News International, Newsprint, and various media firms.

PAPER, PRINTING ADVERTISING

Table of paper, printing, and advertising stocks including companies like Newsprint, Newsprint, and various media firms.

TEXTILES

Table of textile stocks including companies like British Textiles, British Textiles, and various textile manufacturers.

SHOES AND LEATHER

Table of shoes and leather stocks including companies like British Leather, British Leather, and various footwear manufacturers.

SOUTH AFRICANS

Table of South African stocks including companies like Anglo American, Anglo American, and various South African firms.

OVERSEAS TRADERS

Table of overseas trader stocks including companies like Anglo American, Anglo American, and various international trading firms.

PLANTATIONS

Table of plantation stocks including companies like Anglo American, Anglo American, and various plantation and resource firms.

Teas

Table of tea stocks including companies like Anglo American, Anglo American, and various tea and food firms.

Rubbers, Palm Oil

Table of rubber and palm oil stocks including companies like Anglo American, Anglo American, and various commodity and resource firms.

MINES

Table of mining stocks including companies like Anglo American, Anglo American, and various metal and coal mining firms.

Central Rand

Table of Central Rand mining stocks including companies like Anglo American, Anglo American, and various metal and coal mining firms.

Eastern Rand

Table of Eastern Rand mining stocks including companies like Anglo American, Anglo American, and various metal and coal mining firms.

Far West Rand

Table of Far West Rand mining stocks including companies like Anglo American, Anglo American, and various metal and coal mining firms.

O.F.S.

Table of O.F.S. stocks including companies like Anglo American, Anglo American, and various international and specialty firms.

Finance

Table of finance stocks including companies like Anglo American, Anglo American, and various financial and utility firms.

OIL AND GAS

Table of oil and gas stocks including companies like Anglo American, Anglo American, and various energy and utility firms.

Diamond and Platinum

Table of diamond and platinum stocks including companies like Anglo American, Anglo American, and various commodity and resource firms.

Central African

Table of Central African stocks including companies like Anglo American, Anglo American, and various African and resource firms.

Regional and Irish Stocks

Table of regional and Irish stocks including companies like Anglo American, Anglo American, and various regional and specialty firms.

Options—3-month call rates

Table of 3-month call rates for various options including companies like Anglo American, Anglo American, and various financial and utility firms.

Recent Issues and Rights

Table of recent issues and rights for various companies including companies like Anglo American, Anglo American, and various financial and utility firms.

Notes

Notes section providing additional information and commentary on the market and specific stocks.

Disclaimer

Disclaimer text regarding the accuracy and liability of the information provided in the financial data.

AUTHORISED UNIT TRUSTS

Table listing various unit trusts such as Abbey Unit Trst, Abbey Unit Trst, Abbey Unit Trst, etc. with columns for name, manager, and other details.

FT UNIT TRUST INFORMATION SERVICE

Main table of unit trusts including Crown Unit Trust Services Ltd, Growth (John) Unit Trust, Legal & General Unit Trust, etc. with columns for name, manager, and other details.

Table listing insurance companies and their policies, including AA Friendly Society, AA Friendly Society, AA Friendly Society, etc.

INSURANCES - continued

Table listing insurance companies and their policies, including Albany Life Assurance Co, Albany Life Assurance Co, Albany Life Assurance Co, etc.

Table listing insurance companies and their policies, including The Priority, The Priority, The Priority, etc.

INSURANCES

Table listing insurance companies and their policies, including AA Friendly Society, AA Friendly Society, AA Friendly Society, etc.

F.T. CROSSWORD PUZZLE No. 5400

Crossword puzzle grid with clues and a solution key at the bottom.

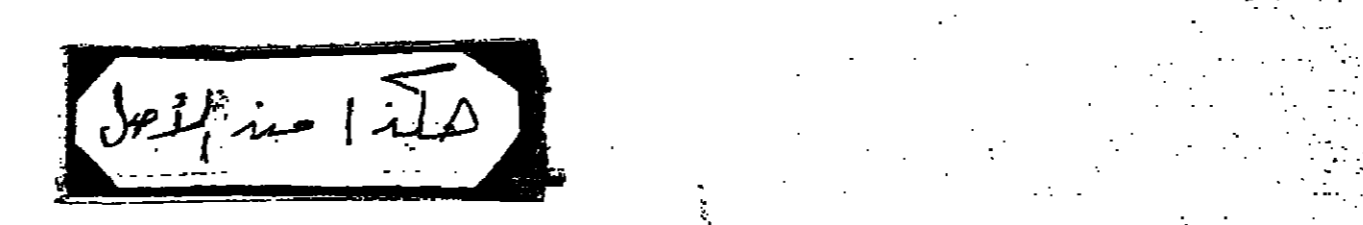
Table listing offshore and overseas investment funds, including Athlone Investment Fund SA, Athlone Investment Fund SA, Athlone Investment Fund SA, etc.

Money Market Trust Funds

Table listing money market trust funds, including Malvern Ltd, Malvern Ltd, Malvern Ltd, etc.

Money Market Bank Accounts

Table listing money market bank accounts, including Alton Home, Alton Home, Alton Home, etc.



Handwritten Arabic text at the top of the page.

INSURANCE & OVERSEAS MANAGED FUNDS

Table listing various insurance and managed funds, including Barclays Life Ass., G.Y. Management Ltd., and others, with columns for fund names and numerical values.

Table listing insurance companies and their managed funds, including Layfield Assurance, Property Growth Assur. Co. Ltd., and others, with columns for company names and fund details.

Table listing international and offshore managed funds, including Bank of America International S.A., Standard Life Assurance Company, and others, with columns for fund names and performance metrics.

Table listing various international and offshore managed funds, including Hamilton Pacific Fund Mgmt. Ltd., Richmond Life Ass. Ltd., and others, with columns for fund names and numerical values.

OFFSHORE AND OVERSEAS

Table listing offshore and overseas managed funds, including Adig Investment, Andover Fund Management Limited, and others, with columns for fund names and details.

NOTES section at the bottom right of the page, providing additional information and disclaimers regarding the fund data.



CURRENCIES; MONEY and CAPITAL MARKETS

FOREIGN EXCHANGES

FINANCIAL FUTURES

Dollar continues to improve

The dollar continued to improve in currency markets yesterday, underpinned by fears of higher U.S. interest rates. News of a 0.8 per cent rise in U.S. durable goods orders in March was down from a revised figure of 2.9 per cent in February but was above market expectations of a 0.1 per cent decline. U.S. consumer prices rose 0.2 per cent in March, much in line with market expectations. The dollar's improvement was mainly at the expense of the D-mark with fears of disruption caused by a metal workers' strike tending to undermine the German unit. The dollar rose to DM 2.6785 from DM 2.6770 last Thursday and was quoted at DM 2.6800 in early New York trading. Against the Swiss franc it improved to SwFr 2.1850 from SwFr 2.1840 on Thursday. It was also up against the Japanese yen to Y315.35 from Y315.25 on Thursday and

Quiet trading

Prices of contracts on the London International Financial Futures Exchange attempted a rally on the news around lunchtime that U.S. consumer prices had increased by only 0.2 per cent in March, compared with 0.4 per cent the previous month. But the market lacked the conviction to follow through, and prices retreated as the Chicago futures markets traded sluggishly. Trading in London was very quiet following the long Easter holiday, with the long term gilt contract only moving through the 1,000 lot level in the afternoon. Gilt futures for June delivery opened nervously, following the weak tone to the U.S. bond market on Monday, but then moved some buying interest before profit taking wiped out part of the early gains. After starting at the rally on the day of 105-14 June gilt touched a peak of 107-00, and

Quiet trading

closed at 106-25, compared with 106-17 at Thursday's close. Three-month sterling deposits also traded very quietly, again opening at the day's low of 90.95 for June delivery. There was little incentive in the market, with cash rates steady on the money market after a day of ample liquidity, while sterling eased against the strong dollar, but improved in terms of Continental currencies on the foreign exchanges. June sterling deposits touched a peak of 90.95, and closed at 90.97, compared with the previous settlement of 90.96. Three-month Eurodollars also traded narrowly, although the market was rather more active than sterling denominated contracts. June delivery opened at the day's low of 88.84, and touched a high point of 89.50. June Eurodollars finished unchanged at 89.55.

EMS EUROPEAN CURRENCY UNIT RATES

Table with columns: Country, Currency, % change against ECU, % change against April 24, % change against previous, Divergence from %.

THE POUND SPOT AND FORWARD

Table with columns: Day's spread, Close, One month, Three months, %.

THE DOLLAR SPOT AND FORWARD

Table with columns: Day's spread, Close, One month, Three months, %.

OTHER CURRENCIES

Table listing various currencies and their rates against the dollar.

CURRENCY MOVEMENTS

Table showing currency movements and changes.

CURRENCY RATES

Table showing currency rates for various countries.

EXCHANGE CROSS RATES

Table showing exchange cross rates between different currencies.

EURO-CURRENCY INTEREST RATES

Table showing Euro-currency interest rates for various terms.

DISCOUNT HOUSES DEPOSIT AND BILL RATES

Table showing discount houses deposit and bill rates.

MONEY MARKETS

Trading was rather subdued in the London money market yesterday. Short-term funds were in adequate supply on the first day after the long Easter break. Overnight interbank money opened at 8 1/2 per cent and failed to move above this level. Later in the day balances were taken down to 7 per cent. Three-month interbank money was quoted at 8 3/4 per cent the same as on Thursday with three-month eligible bank bills

MONEY RATES

Table showing money rates for various locations.

MONEY RATES

Table showing money rates for various locations.

UK rates little changed

added £85m and there was a fall in the note circulation of £210m. In addition banks brought forward balances £20m above target. The Bank did not intervene in the morning or in the afternoon but provided late assistance of around £50m. In Brussels money market interest rates were little changed.

UK clearing banks' base lending rate

UK clearing banks' base lending rate 8 1/2 per cent (since March 15 and 16) were bid at 8 1/2 per cent also unchanged from Thursday. There appeared to be little reaction to the possibility of higher U.S. interest rates or the prospect of a lengthy miners' dispute.

FT LONDON INTERBANK FIXING

Table showing FT London interbank fixing rates for various terms.

MONEY RATES

Table showing money rates for various locations.

MONEY RATES

Table showing money rates for various locations.

NEW YORK (Lunchtime)

Table showing New York lunchtime rates for various terms.

MONEY RATES

Table showing money rates for various locations.

MONEY RATES

Table showing money rates for various locations.

EURO CURRENCY INTEREST RATES

Table showing Euro-currency interest rates for various terms.

MONEY RATES

Table showing money rates for various locations.

MONEY RATES

Table showing money rates for various locations.

EURO CURRENCY INTEREST RATES

Table showing Euro-currency interest rates for various terms.

MONEY RATES

Table showing money rates for various locations.

MONEY RATES

Table showing money rates for various locations.

FINANCIAL TIMES CONFERENCES

THE FT WORLD MOTOR INDUSTRY CONFERENCE Geneva, 23 & 24 May

This fifth World Motor Conference coincides with the SITEV exhibition in Geneva. Major papers on the motor, tyre and components industries will be given by Ing Vittorio Ghidella, Managing Director, Fiat Auto; Mr Tom Barrett, President, The Goodyear Tyre & Rubber Company and Mr Edward M. Irving, Senior Vice-President, Industrial Systems United Technologies Corporation.

THE ELECTRONIC OFFICE Threshold of a New Era London, 5 & 6 June

This high-level meeting will focus on the pace of office automation and the current changes taking place in the professional office. Topics and speakers will include: "The Justification of Technology Investments for the Electronic Office" - Mr Paul Strassmann, Vice-President Systems Group, Rank Xerox Corporation.

"What are the Options for Users?" - Mr John Lenton, Division Vice-President, American Express Europe Limited.

"The Computer as the Key to Office Automation" - Mr James Bair, Advanced Functions Manager, Hewlett-Packard Business Development Group.

"The Electronic Mail" - Mr Robert Ryan, President, ITT Dialcom.

All enquiries should be addressed to: The Financial Times Limited Conference Organisation Minster House, Arthur Street, London EC4R 9AX Tel: 01-621 1355 (24-hour answering service) Tlx: 27347 FTCONF G. Cables: FINCONF LONDON

SAS Scandinavian Airlines System Denmark - Norway - Sweden. NOK 200,000,000 11 7/8% Notes due 1991. Christiania Bank og Kreditkasse, Bergen Bank A/S, Den norske Creditbank, Citicorp Capital Markets Group, Deutsche Bank Aktiengesellschaft, Merrill Lynch Capital Markets, Société Générale de Banque S.A., Union Bank of Switzerland (Securities) Limited, etc.

FT INTERNATIONAL BOND SERVICE

The list shows the 200 latest international bond issues for which an adequate secondary market exists. The following are closing prices for April 24.

Table of international bond issues including columns for country, issue name, amount, price, and yield.

Table of international bond issues (continued) with columns for country, issue name, amount, price, and yield.

Table of international bond issues (continued) with columns for country, issue name, amount, price, and yield.

Table of international bond issues (continued) with columns for country, issue name, amount, price, and yield.

Table of international bond issues (continued) with columns for country, issue name, amount, price, and yield.

Table of international bond issues (continued) with columns for country, issue name, amount, price, and yield.

Table of international bond issues (continued) with columns for country, issue name, amount, price, and yield.

CAPITAL MARKETS

Prices drift forces cancellation of Indonesian issue

By Mary Ann Sieghart in London. Eurobond prices drifted downwards yesterday and market conditions in the D-Mark sector were bad enough to force the cancellation of a scheduled DM 150m issue from Indonesia.

Only one new dollar deal was launched, a \$50m five-year floating rate note by Premier Group Holdings, the South African industrial conglomerate. It pays 7 1/2 per cent over the six-month London Interbank Offered Rate at par and the coupon is reset quarterly, giving investors a play on the yield curve.

The dollar secondary market was very quiet yesterday, with trading confined to professionals. Prices fell by about 1/2 point.

Luxembourg is borrowing abroad for the first time through an Ecu 60m bond, the proceeds of which will be used to help restructure its ailing steel industry. The borrower is Societe Nationale de Credit et d'Investissement, but the 10-year bond is guaranteed by the Grand Duchy.

It has a 10 1/2 per cent coupon with a price to be fixed on May 3. Lead managers are Banque Generale du Luxembourg, Banque Internationale a Luxembourg and Caisse d'Epargne de l'Etat. Despite the oversupply in the Ecu bond market, the issue traded reasonably well at a 1 1/2 per cent discount.

The Asian Development Bank is raising Ft 200m through a 10-year public issue led by ABN Bank and Amro Bank. It has an 8 1/2 per cent coupon at par.

Indian groups seek to raise \$278m

BOMBAY - More than 20 Indian companies plan to raise \$278m in the next three months to raise \$278m in the domestic capital market, according to merchant bankers.

Several issues have been announced while others are being finalised as companies prepare to expand, modernise and diversify. Stockbrokers said most companies preferred to issue non-convertible debentures which have received an excellent response from investors.

Investors find non-convertible debentures attractive because they carry interest of 15 per cent as opposed to 13 1/2 per cent on convertibles and 10 per cent offered by banks on deposits.

The companies include Tata Iron and Steel, which is issuing non-convertible debentures for \$50m and Reliance Textile Industries, which is proposing to raise \$80m through convertible and non-convertible debentures. Bankers believe both issues will be oversubscribed and may together account for nearly \$200m.

Merchant bankers and stockbrokers hope that the \$100m will be raised through debentures, equity and fixed deposits in the fiscal year ending March 1985, against an estimated \$8.5bn in 1983-84.

Bankers said more private sector companies were turning to the capital market for funds because of a high interest rate of 18 1/2 per cent charged by commercial banks.

"Companies are also wary of going to state-owned financial institutions despite their lower interest rate of 14 1/2 per cent because of red tape and the strings attached," one merchant banker said.

Last year, Tata Engineering and Locomotive raised a record \$85m through a non-convertible debenture issue.

Gaz de France loan doubled

By Margaret Hughes in London. LEAD MANAGERS Chase Manhattan and Societe Generale yesterday confirmed that the Euroloan for Gaz de France has been doubled to \$200m.

The loan, which went into syndication some 10 days ago, was heavily oversubscribed despite its long maturity and relatively generous terms for the borrower. By the end of last week commitments had reached \$230m. As a result participants are reducing their original commitments by 35 per cent to provide the \$200m now required by the borrower.

This means that the two lead managers will each be providing \$12.75m, with another 25 banks putting up \$8.5m each and another four each contributing \$3m.

The loan, which is a revolving standby credit over 12 years with a five years grace period, carries a margin of 1/2 per cent over Eurodollar rates for the first 10 years, rising to 3/4 per cent over the final two years.

OVER-THE-COUNTER

Table of over-the-counter market data including columns for stock name, price, and change.

When asked which national newspaper had proudly received a 4th Queen's Award



...modesty prevailed

No FT...no comment.



هكذا حدث القتل

FINANCIAL TIMES SURVEY

Vehicle Design

A race is on throughout the motor industry worldwide to gain the most benefits from new technology. These innovations will, demand daunting levels of capital investment from most manufacturers, but the rewards for success will be high.

Burden of design grows heavier

"MY BEST advice, as we face our technological future through to the year 2000, is to fasten our seatbelts and prepare for the ride of our lives."

This view was offered by Mr Roger Smith, chairman of the world's largest vehicle producer, General Motors, at the International Association for Vehicle Design's "Towards 2000" technology conference in London last month.

"Businessmen and engineers alike must never forget we are in a worldwide technology race today," he warned — and one which some companies would not survive through paying insufficient regard to innovation.

Nowhere is that race more intensive than in the motor industry, where it is also allied to dauntingly high levels of capital investment both in the product and the means to produce it. In Europe alone, according to Prof. Krish Bhaskar, author of a recent 700-page study of the industry, manufacturers need to invest \$70bn between now and 1989 if they are to stay competitive with Japanese makers.

Mr Smith made two other highly pertinent points: that 90 per cent of the world's storehouse of knowledge has been generated in the past 30 years, and that it will double before the year 2000.

There is a two-fold effect as technology, and the knowledge storehouse increases:

The options available, in motor industry terms, for the design, performance characteristics and all other aspects of the vehicle itself proliferate enormously — as do the options

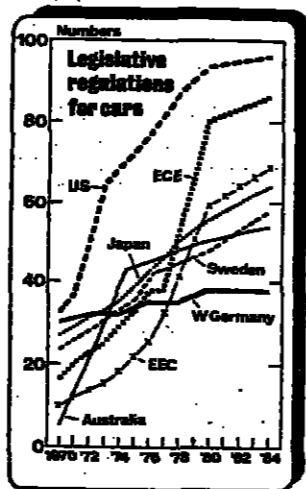
By JOHN GRIFFITHS

on how to produce it. And consumers, the target of ever-intensifying competition, become ever more selective and demanding.

The increasing burden that this throws on the design function, and designers, should hardly need stating. Design, and the efficient production of a design — itself a design function — represents the fountainhead to which, in the end, consumer acceptance, and hence sales and profits, can all be traced back.

As Mr Merrick Taylor, managing director of the internationally successful UK truck cab concern, Motor Panels, points out: "To talk about specific parts of an operation being cost-effective is all right, up to a point. But if you've got a bad product, no one is going to be cost-effective."

As past performances of some manufacturers have shown — BL in the UK, Fiat in Italy and American Motors Corporation in the U.S., among others —



this supposedly self-evident truth has sometimes been lost sight of. All concede that the lack of investment in well designed, innovative models in the 1970s lay at the root of the experience of each in dwindling sales and the onset of the vicious circle of decreased revenue and the inability to invest.

As Mr Paul Tippett, AMC's chairman, concedes: our plunge into trouble was due to erratic performance. There would be an inconsistent stream of new models, then the company would lapse back into the old swamp. Equally, the revival of all three has been product led: BL with its Metro, Maestro and now Montego; Fiat with the Uno which has transformed its performance in Italy and AMC through new model collaboration with Renault of France.

Not only is the required sophistication of design increasing, so is the rate at which the function is required to be performed, under the pressure of, notably, competition from Japan. The pressures stem, too, from flexible manufacturing systems, which have all but removed the

requirement to make major new capital investment for each new model, so becoming another contributor to the shorter model cycles now being experienced, down to around five years compared with eight-ten previously. Yet more pressure is being put on the design function by the advent of new materials.

All these pressures are taking place against a legislative climate in which standards on emissions, safety and other design aspects have been proliferating at, for manufacturers, daunting speed. The accompanying chart provides some indication. When Ford launched its Cargo truck three years ago it complained bitterly that European type approvals generated 1m bits of paper.

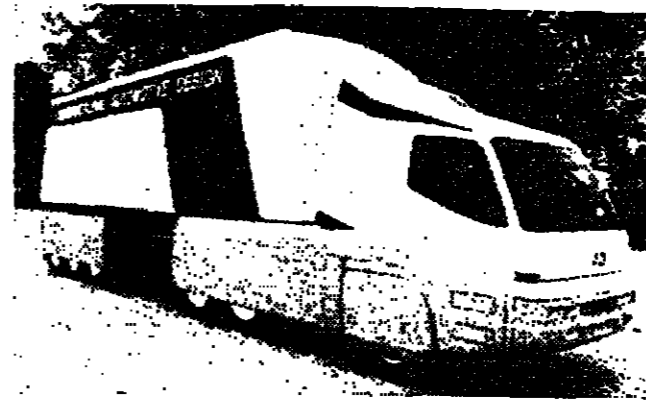
The design process has become immensely complicated. Ford in Europe, for example, has as its Product Development Group an integrated operation employing 5,000 people at twin engineering centres in the UK and West Germany.

Ford is currently in the middle of a five-year plan to make the process easier with a \$30m investment in extra computer services.

The same process has been going on at Austin Rover, which opened a new \$5.2m design centre at Canley in February, where work on its joint executive car with Honda is proceeding under the direction of Mr Roy Axe, the British-born former design director of Chrysler.

He sets out Austin Rover's overall design goals quite explicitly: "Our philosophy is to achieve a balance between all functional requirements coupled with an appearance that

CONTINUED ON PAGE VI, COL. 3



The Windheetch aerodynamic truck, with sceptor cab, by International Automotive Design of Worthing, Sussex. The model demonstrates two of the many style options possible. For this reason the right hand side (viewed from the front of cab) illustrates the most conventional solution, with open wheel arch and an aerodynamic rear

view mirror incorporating a turn indicator. This side also has a "stable door" entrance. The other side presents a more radical solution — the front wheel is covered by a wind deflector which moves with this wheel. Rear vision is through a TV camera set in the black triangle above the cab separation line.

ON OTHER PAGES

Table listing other pages: Aerodynamics: prospects for fuel savings II; Electronics: the sky's the limit II; Engines and transmissions: Ford's vision II; Manufacturing systems: new horizons III; Computer-aided design: major benefits III; Britain: innovators' frustration IV; Italy: role of outside designers IV; Japan: keeping styles up to date V; U.S.: about-turn on styling V; W. Germany: new design secrets V; Medium rank producers: good prospects V; Components: big investment in research V

Advent of new materials

SOMEWHERE AT the beginning of his dream-turned-nightmare, John De Lorean was heading at least partially in the right direction:

As originally conceived, his gull-wing door sports car would have had an underbody of a foam-filled plastic composite to which all mechanical components would have been attached directly, as well as its stainless steel body panels. And in theory, the car could have lived on almost indefinitely, with the owner simply replacing mechanical bits as they wore out and fell off the virtually indestructible body. It was this theoretical longevity which prompted De Lorean, ironically, to christen it "the ethical car."

All other De Lorean problems aside, there were three fundamental flaws: the key, stress-bearing foam composite, never materialised — a Lotus-style steel girder chassis was resorted to instead; the eventual underbody attached to this chassis provided little scope for the outer body panels to be changed in shape so that styling changes could be quickly and easily effected; and stainless steel body panels, while durable, were both expensive and would have needed high tooling costs to make styling changes.

Even so, with much detail disagreement about likely timing, costs and the most practicable plastic materials, the motor

industry is starting to move slowly — but at an accelerating pace — down a similar conceptual road.

Thus at some point in the 1990s, the average family car may well have:

● A stress-bearing "skeleton" frame of aluminium, much lighter than steel and free of the hundreds of rust-creating galvanic cells automatically

made by steel spot-welding; ● Attached to the frame, moulded plastic panels — created with such low-cost tooling that a large number of model variants can be created around the frame economically, and updated in a fraction of the current four- or five-year model cycles; ● Some highly-stressed engine internals may be made of plastics, if in the end they can prove cost-effective against another major alternative material now under intense development — ceramics.

Imperial Chemical Industries is just one of several large plastics concerns evaluating new thermoplastic composites for applications such as piston skirts and rings, timing chain gears, tappets, bearing shells and turbocharger impellers. It is a road, however, down which individual manufacturers are not so much driving as being pushed — by consumer and legislative pressures for lighter, more durable and cheaper to run cars, and by the knowledge that if one maker does not take the plunge, a rival will. For European manufacturers in particular, with mature domestic markets and export prospects dwindling, it is a road full of risks. At the end lies the possibility of reduced sales through enhanced longevity, offset by an indeterminate extent by the sales-creating stimulus of a greater variety of models changed more quickly. Along the way lies the prospect of making obsolete much of the robotic and other automated steel-manipulating equipment on which the industry has spent billions of dollars during the current race into flexible manufacturing. As Mr Harold Musgrove, Austin Rover's chairman, comments: CONTINUED ON PAGE VI, COL. 7

Lucas Equipment List — Austin Montego

- Square-styled Halogen Headlamps ✓
High Contrast Front Indicator Lamps ✓
Compact, High Performance Alternator ✓
Starter of Proven Reliability ✓
Steering Column Switchgear & Relays ✓
Front Screenwiper Equipment ✓
High Performance Battery ✓
Advanced Digital Ignition System ✓
Electronic Choke Control ✓
Electronic Flasher Units ✓
Facia Panel Equipment & Instruments ✓
Hi-tech Instrumentation ✓
Sensors, Transducers & Drive Units ✓
Multipoint Fuel Injection Equipment (for high performance derivatives) ✓
Front Disc Brakes ✓
Rear Drum Brakes ✓
Brake Actuation Equipment ✓
Electrical Wiring System ✓
Electrical Connectors ✓
Ignition Cables & Fusing Systems ✓
Lucas Electrical ✓
Lucas Electrical Electronics & Systems ✓
Lucas Gearing ✓
Risks (a Lucas Company) ✓

Austin Rover and Lucas put the driver first.

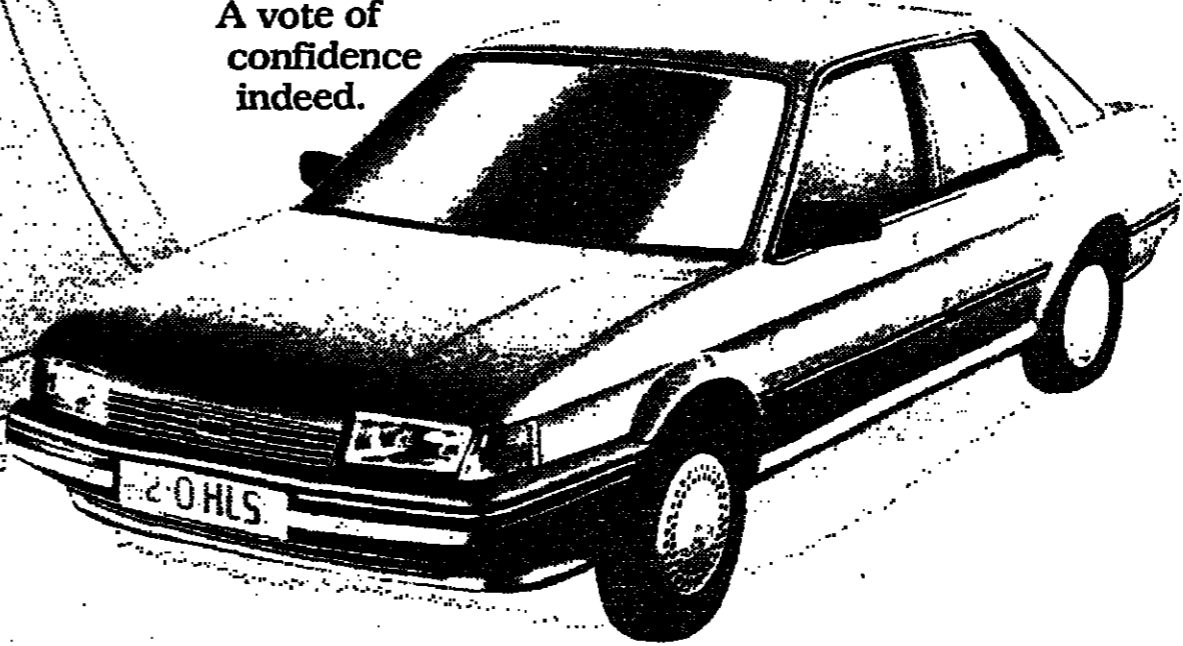
When Austin Rover were selecting electrical, electronic and braking equipment for the new Austin Montego, they knew just what they wanted — hi-tech systems and components that would add to the driver's comfort, pleasure and confidence.

In the event, all roads led to Lucas.

Small wonder; Lucas is in the forefront of the automotive electronics revolution and Lucas hi-tech products and systems are "taken for granted" features of most British motorcars — including the highly successful Metro and Maestro.

Once again Austin Rover have chosen Lucas.

A vote of confidence indeed.



VEHICLE DESIGN II

"Between you and me, the new Montego is in for a pretty smooth ride!"

As you might expect of a car fitted with Armstrong shock absorbers, the new Montego from Austin Rover is in for just that. In fact, we like to think it's in for the smoothest ride on the market, and needless to say, we're very pleased about it.

ARMSTRONG SHOCK ABSORBERS

Armstrong Patents Co. Limited, Gibson Lane, Melton, North Ferraby, North Humberside, HU14 3HY, Telephone 0482 633311. Telex 52164



GKN MAKES TECHNOLOGY WORK IN THE NEW MONTEGO

GKN Automotive companies produce the superb new Montego's forged connecting rods, swivel hubs, clutch hub, and stub shafts. The front wheel drive shafts, camshaft pulleys, and engine bearings.



GKN Guest Keen and Nettlefolds plc, P.O. Box 55, Cranford Street, Smethwick, WARLEY, West Midlands B66 2RZ, Telephone: 021-558 3131. Telex: 336321.

Route to significant fuel savings

**VEHICLE AERODYNAMICS** do have a significant role to play in manufacturers' quests for fuel economy. At motorway speeds in particular, a vehicle which has a relatively low resistance to the air through which it is passing can produce significant fuel savings.

This is because the resistance of air to a vehicle goes up exponentially with the vehicles speed. In other words, at 60 miles per hour aerodynamic drag is not double that applying at 30 mph, but quadruple. It is this factor which partly explains why, say, a 1.3 litre BL Maestro with about 70 brake horsepower can reach nearly 100 mph, but even a much sleeker Ferrari, Porsche or Jaguar needs nearly 300 brake horsepower to go about 60 mph faster.

In the past couple of years, some manufacturers have made much play of the "low drag" profiles of their cars as a marketing weapon: notably Ford with its Sierra, for which a drag coefficient, or Cd, of 0.24 was announced, and subsequently

the Audi 100, advertised as the world's most aerodynamically efficient saloon with a Cd of 0.30.

But although Cd has become almost as much-quoted a figure for some cars as 0.60 miles per hour acceleration times, the

There is another factor, however, which makes manufacturers' preoccupation with aerodynamic drag understandable. To arrive at the actual power needed to overcome it, the total drag forces must be multiplied by the air speed. In other words, the actual power needed to overcome drag is not even quadrupled at 60 mph compared with 30 mph but multiplied by eight.

But as awareness of the complexities has become more widespread, there are signs that manufacturers are taking a more sober approach to the marketing exploitation of aerodynamics.

Renault launched its 25 executive model earlier this year making little reference to the fact that with a declared Cd of 0.28, it could claim to have taken over the "most slippery" title from Audi. BMW, at about the same time, wisely declined to do so while it acknowledged the benefits of low drag shapes as a contributor to fuel economy, a low Cd should not be viewed as an end

**Aerodynamics**

JOHN GRIFFITHS

drag coefficient does not tell the whole story.

The Cd is a measurement of the factor by which a car's frontal area is reduced by means of streamlining. And since frontal area is itself a variable—theoretically the car's outline as seen at a point infinitely distant straight ahead of the car—no true measure of a car's resistance to drag can be made without taking both into account. In other words, those Cd figures can be misleading.



The Ogle Design Project 2000 car is designed from the inside with people as the top priority—and shaped for efficiency on the road. Features of the 4-seat family car concept include good visibility, low drag with aerodynamic stability and a practical rear compartment with moulded gull-wing doors.

in itself—that other aspects such as interior and running gear room, boot space and handling should not be compromised in pursuit of a more complicated approach. A perhaps cynical view aired in some quarters about BMW's stance at the time was that it was a retrospective justification for the styling conservatism of its current 3 and 5 series cars.

However, considerable from debate recently about the Sierra, in which its side-wind stability has been questioned as a possible penalty for its low drag coefficient, has also helped throw into sharper focus the debate about the precise role aerodynamics should play in overall vehicle design.

If all other considerations except ideal shape were excluded, wind tunnel research by a number of manufacturers, such as Volkswagen, Audi and Daimler Benz with their 'Auto 2000' research cars, as well as Ford with its Probe IV and BL with its ECV 3 research projects, has shown that shapes with less than half the drag coefficient of the Audi 100 are feasible.

However, when due account is taken of practicalities—adequate accommodation, air-flow-interrupting but vital items such as wing mirrors, and the inevitable gaps in wheel arches and so on—an industry consensus view is that average cars of the late 1980s will have Cds

little, significantly advanced from that of the Renault 25. To take the Cd into the low 0.20s will require an altogether more complicated approach. Styling features such as completely smooth adjustable underbodies, suspensions lowerable at speed to further prevent under-car turbulence and completely enclosed wheel arches.

At what point these desirable advantages, in terms of fuel consumption, start to clash with consumer preferences in the form of aesthetics, carrying capacity and so on remains unknown. There is even a developing school of thought that priorities could change quite considerably, with the lure of carrying capacity relegating aerodynamics down the priority scale.

At Geneva motor show this year, Ford showed its Ghia APV concept car. Similar in length and width to an Escort estate, it seats seven and has 27 per cent more luggage capacity than the Escort estate, with the driver seated 20cms higher in its van-like body. It weighs only 1,088 kg, and such are the vagaries of aerodynamics that its quoted Cd is still only 0.33. Forget about low, sleek bodies, suggests Mr Filippo Spino, managing director of Ford's Ghia Operations—this is the shape that could well be "tomorrow's family car."

Three main areas for development

IN 1981, General Motors put an on-board computer into every one of its models. Each was programmed with a maximum of about 1,500 command instructions. By 1986, some of GM's cars will have seven computers on board, providing 38,000 command instructions, covering virtually every aspect of the vehicle's performance.

"Even so, we've barely begun to discover the many ways advanced electronics can be used in cars and trucks—the sky's the limit," Mr Roger Smith, GM's chairman, told a "Towards 2000" technology conference organised by the Open University in London last month.

As with many other industries, the challenge now for the motor manufacturers is to make intelligent, reliable applications of micro-electronics which are already more than sophisticated, small and light enough to cope with any demands that a vehicle might make of them.

In the hostile environment under the bonnet, the reliability factor looms large. But such is the progress already made that predictions that the engine bay would be a micro-electronics "no-go" area have long since been proved wrong.

There are three main areas into which micro-electronics divide:

- Driver information systems, covering such things as dashboard display and vehicle condition monitoring; for example, the "service mileage indicator" system launched on BMWs nearly two years ago;
- Engine management and drive train control, concerned principally—at least for the moment—with electronic ignition, fuel injection and carburettor management, and gear selection within automatic gear-

boxes for maximum efficiency; ● Systems which have yet to find their way into volume car applications, such as anti-skid braking mechanisms, modulated suspension systems—giving a variation in suspension settings between hard and soft—and programmable command functions to items such as lights and windscreen wipers.

The last item is the subject of much development and promises significant weight savings within the car. It involves essentially a micro-electronic "ring main" con-

nection of master computer with subsidiary control centres scattered about the car, and connected to the main computer via a multiplex "bus" line—a two-way information line.

Using it, the driver can both send instructions to turn signals lights, wipers, etc—but it can also be used, as BMW intends to do by 1988, to feed information to diagnostic equipment. Ford is among several manufacturers working on prototype systems.

**Electronics**

JOHN GRIFFITHS

By its estimates, the average length of a conventional wiring harness—20 metres—could be cut to three metres, and the number of wires in and out of the fusebox from 60 to two. There would be a weight saving of at least 60 per cent. No less important, the dramatically simplified loom would be suitable for installation by robots—thus cutting the risk of wrong installation, and removing electrical

Ford's vision for the family car of the 1990s

**Engines and transmissions**

JOHN GRIFFITHS

ceramic or plastic components, and even—Dr Siefert again—"hybrid" units combining diesel and electric engines under the same bonnet which switch automatically for performance or economy.

What Dr Siefert is convinced of is that there will be little in the way of electric passenger cars around the year 2000—at best, he predicts, they will account for 0.5 per cent of the car population. The same with commercial vehicles is different, however. The UK motor industry has been first into commercial production of electric panel vans—from Bedford, Freight Rover, and Karrier Motors—with Bedford marketing director Mr Des Savage predicting a 10,000 a year market in the UK alone well before the century is out.

But as recent design changes and experiments have shown from several manufacturers, there is lots of scope yet to develop the conventional petrol engine.

A notable innovation this year was the launch by Alfa Romeo of a variable valve overlap modification to its twin overhead camshaft engine range. Achieved by rotating

one camshaft by means of a helical gear and spline, it has the effect of varying the engine timing, to provide improved performance across the operating range, as well as a fuel consumption improvement of up to 13 per cent.

VW is currently taking a different approach with similar objectives. It is trying out an engine with variable compression ratio. In this, the combustion chamber is split into main and ancillary areas, with the volume of the main combustion chamber made variable according to load conditions. The objective, again, is to get the best performance for given conditions.

VW is also being very active in the field of engines using methanol, and for nearly two years has been running a trial fleet of several hundred cars. So far, it claims to have found the cars to operate viably.

The reason for VW's interest is its declared belief that by the year 2,000, under oil cost and emissions control pressures, only about half of cars will still be using petrol. By then it expects 25 per cent of cars to be running on methanol—produced from coal—with diesel cars accounting for 15 per cent, LPG (liquefied petroleum gas) cars 6 per cent, and the balance, about 3.5 per cent (excluding electric) made up by cars using ethanol produced from plants. Sir Clive Sinclair is likely to disagree. The UK electronics innovator plans to launch a wholly electric-powered commuter car next year.

Montego in International cover-up

Once again International Paint has been chosen by Austin Rover to supply a comprehensive paint system for the original factory finish on their latest model, the Montego. The contract was won in the face of fierce competition, and reflects the growing relationship between International Paint and the Austin Rover Group.



The paint system developed by International Paint for the Montego similarly employs the very latest in paint technology. It is applied in three stages: 1. IP Cathodic Electrocoat Primer (A total immersion process). 2. IP Minsand Polyester Surfacer, providing the best possible substrate for the final colour. 3. A range of IP top coats of either base-clear metallics from the IP Polyester Acrylic Base Clear System, or a solid colour of IP Alkyds.

After the vehicle has left the factory IP products are yet again chosen by Austin Rover. The recommended finish material for all Austin Rover vehicles, Acryline can achieve a finish closer to the original factory finish than any other product.

International Paint

International Paint plc, Ladywood Group, Rotton Park Street, Birmingham B16 0AD. Telephone: 021-455 9866 Telex: 339266

OVER 100 LOCATIONS TO HIRE MONTEGO



BRITISH CAR RENTAL. FOR YOUR NEAREST DEPOT CALL CENTRAL RESERVATIONS (0203) 77223

Spiff is it!

VEHICLE DESIGN III

# How computers open up ever-widening horizons

A MAJOR motor manufacturer already has the ability to design a car, display it in colour, view it from all angles and crash it—all on a computer.

Increasingly, the computer's role is being taken several stages further. Austin Rover, for example, uses the same master database created in arriving at a car's specification for the creation of the tooling which will make it on the assembly line. Not too far into the future, the concept-to-tooling process will be completely computerised.

Gone are the days when the final design of a car was arrived at as the result of a grudging compromise between stylists and engineers. Design has become an integrated, multi-disciplinary function.

Gordon Sked, director of exterior design at the new £5.2m design centre opened by Austin Rover at the old Triumph plant in Canley in February, describes changes within Austin Rover which are being repeated, at varying speeds, within all manufacturers.

"Whereas with earlier designs, such as Mini and Maxi, the main thrust in the production of the package was within product engineering, now we in this (design) office are totally involved with engineering in ensuring that the package complements the creative scope of the designer without eroding the goals."

"We have become rapidly aware of the need to consider a more rational approach to replacement models with particular regard to investment, rationalisation and flexibility of our existing and planned production facilities."

"This creates a significant challenge to the designers in the creation of a complete model range with sufficient differentiation from each other, but with the maximum degree of rationalisation in their manufacture."

In all its forms, Mr Sked points out, new technology has obvious benefits in the manufacturing process. "But it is also playing an escalating role in ensuring that the designer's work is translated through all the engineering and manufacturing processes to a showroom product which is true to the designer's intent."

With it, however, goes a much increased responsibility for the

designer, as the originator of the database. He has to be sure that information released for production is accurate—if not, subsequent changes are liable to be expensive in cost, quality and time as they stretch further into the production processes.

The risks, however, are greatly outweighed by the advantages—not just in more efficient use of design time but in the co-ordination, via the database, of all the various operations providing input to the finished car.

This design process is also spreading outside of the manu-

## Manufacturing systems

JOHN GRIFFITHS

facturer's own facilities. Slowly, but surely, component suppliers are being brought into the equation using compatible computer equipment, they too are increasingly being plugged into the same database so that sub-contracted component development and tooling forms part of the overall model design process.

With a multinational, producing cars on a world scale, the communications process becomes even more complex.

In May, Ford is to start an eight-month trial of satellite TV communications for its engineers. The plan, outlined by Ford of Europe's new president, Mr James Capolongo, is to allow groups of engineers in the UK and West Germany to talk to each other and examine parts by TV, using new technology which reduces video conference costs to about a tenth of traditional levels.

That is just the latest move in a very broad programme, however, for Ford is roughly at the mid-point of an ambitious, five-year plan to increase five-fold computer services to its designers and engineers at a total cost of over \$50m. Some 400 terminals are already in use, linked within Europe—where Ford's Product Development Group is integrated at twin engineering centres at Duxton in the UK and Cologne in West Germany—or with the mainframe computer in Detroit.

By the same token designers and engineers at Bedford Trucks in the UK, now part of

General Motors' World Truck and Bus operation, are linked with the headquarters at Pontiac, Michigan, as development goes on of the new "world" commercial vehicles planned to be built by GM from the late 1980s.

The need for the co-ordination was underlined recently by Mr Roger Smith, GM's chairman, because of rapidly intensifying competition, the day when innovation could be phased in, with new technology being thoroughly developed on one model before being applied across the board, are over, he said. "If manufacturers are to succeed—indeed, to survive—the cars and trucks of the future must be state of the art and they must be built in the factory of the future."

In this context, design is not simply a matter of the vehicle.

In the U.S., GM is gradually putting together "Buick City." The idea stems from the "just in time" inventory systems of the Japanese motor industry, involving satellite component factories within a short distance of the assembly plant. It forms part of what Mr Smith describes as the "revolution going on in manufacturing technology: materials handling, the way factories are laid out and put together."

And within the assembly plant new systems for assembling cars, involving a major re-design of the car itself, are being devised.

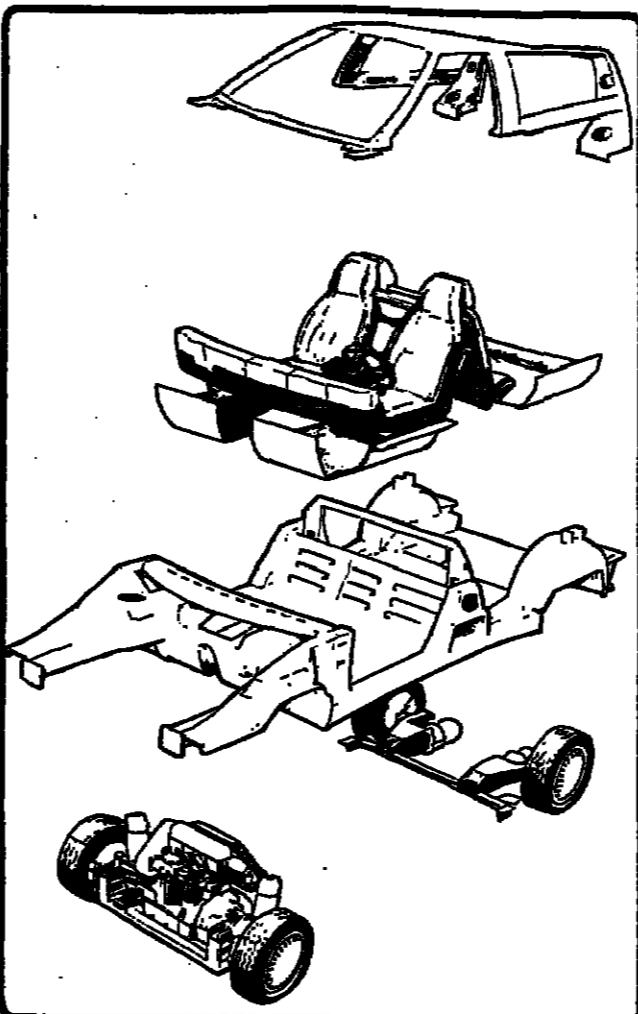
GM is at the centre of this activity with Project Saturn, a Cavalier-sized car it plans to have on the road by the late 1980s.

The car will have the expected improvements in terms of lighter weight, aerodynamics and so on—but more crucially, it is designed to be assembled in modules, including the interior trim—thus cutting out the last labour-intensive area, final assembly, which is also the most prone to human error.

That in turn means re-design of the assembly line. It will become much shorter, says Mr Smith, and it will be flanked by many more "feeder" lines putting in sub-assemblies.

All this is expected to go hand in hand with increasing robotisation and other automated equipment.

Volvo is working very much on the same lines, as indeed are most other manufacturers. One tangible result is Volvo's



The pre-assembly of internal components, as Volvo points out, could even be carried out by suppliers

Light Component Car (LCP 2000) unveiled at the end of last year. Much of the work was carried out by outsiders, notably International Automotive Design at Worthing in the UK.

The terms of reference were to establish the demands that would be placed on a car by the year 2000. The group was required not just to come up with a car design, but one that could be volume produced in the most efficient way. IAD and its chairman, John Shute, were responsible for the styling concept, feasibility engineering, a large amount of the body engineering, the detail design to complete the interior and a considerable number of other items.

One major result can be seen in the accompanying drawings: Virtually the entire cabin section, with its difficult-to-handle soft trim, mates to the rest of the car as a module.

This pre-assembly of internal

components, Volvo points out, could even be carried out by suppliers, such as the manufacturer of the injection moulded components.

Again, this is just one aspect of the design element leading to major production line changes. And it can have profound impacts in financial terms, too.

A good example is provided by Fiat's Uno. Fiat has spent some \$4bn in the past four years on motor industry investments, about a third on developing new cars, the rest on automation and robotics. By matching the car design to the enhanced manufacturing capabilities, the Uno emerged larger and much more sophisticated than its 127 predecessor, but with about 100 fewer body parts, and not much more than half the spot welds—only 30 per cent of them applied by hand.

As a consequence, it was far cheaper to build, and it is no accident that Fiat is back making profits.

# Electronic drawing board brings major benefits

GREAT strides have been made since the vehicle industry started to consider computer-aided design (CAD) in the mid-1960s. Investment has been considerable—Ford alone has spent \$100m.

There are three significant benefits: new designs can be put on the market more quickly, design quality can be improved, and draughting productivity can be increased—although manufacturers' claims have been prone to exaggeration.

How does it work? In its simplest form, CAD is just an electronic drawing board replacement, with memory. Instead of using paper and pencil, the designer uses a keyboard or "light pen" to "draw" the same lines on the face of a TV tube.

The picture is built up (as in television) from a simple scanning many horizontal lines one under the other at various intensities and colours. The complete picture results only from the human eye's persistence of vision.

In CAD, a controlling computer tracks this spot and knows exactly where it is at any time. When the light pen is pressed against the screen, its light-sensitive tip registers when the spot passes. The computer then immediately knows where the pen is positioned, marks the point on the screen, and remembers it. As further marks are made, they can be joined up by the computer to produce straight or curved lines, and so any kind of outline.

The important aspect is that when all these features are drawn, the computer's storage remembers everything about them. By depressing a few keys, anything that has ever been drawn can be retrieved and put up on the screen. Time saving can be enormous because as the months go by, a library of standard shapes and parts—ones that a designer will use over and over again—can be extracted from the computer's memory and "inserted" into the new design, perhaps with some minor modifications.

Since the computer can be given three-dimensional instructions (the equivalent of plan, front and side elevations of a drawing), it can, by doing some mathematical transformations, produce a view from any angle the designer chooses.

In more sophisticated systems

the software allows a 3D solid colour model, with definition not far short of a colour photograph, to be "opened up" to see what is inside. With systems like this, separate component parts can be designed and then assembled on the screen.

Even cleverer software can allow the observer to go "inside" the object. In the case of a car, assuming that enough dimensional data about its interior is in the computer, the designer can "get into" the car and see the view from one of the seats.

## Computer-aided design

GEOFFREY CHARLISH

Remarkable as that might seem, a combination of two other techniques, animation and finite element analysis, allows known impact forces to be "applied" to the front of the car and the resulting deformation observed. The car can be "crashed."

At a more down-to-earth level CAD allows not just the shell shape but also the components such as doors, panels, bumpers and bonnets to be separately designed, dimensioned and fitted into the shell. Tests can easily be made for interference of one part with another.

The total information in the computer's memory is known as a database. What most of the car makers are working towards is the extension and use of this database into areas beyond draughting, namely engineering (CAE) and manufacturing (CAM).

In CAE, the primary dimensional database is enhanced with other engineering information such as the mechanical, thermal and kinematic properties of the materials used. Then, the designer can use "what if" approaches to discover when a component will buckle, or the effects of heat or momentum, for example.

In CAM, computer-aided manufacturing, the database is used to generate the data needed to make the part. A common application is pro-

ducing the numerical control tapes used by machine tools, often with on-screen verification of cutter paths—for making tools, moulds, dies and deciding associated machining strategies.

Eventually, there is no doubt that CAD, CAE and CAM will come together with other manufacturing computing to give computer-integrated manufacturing, CIM. There will be one comprehensive database that will know all there is to know about the product, the machines that make it, the sales orders, costings and so on. Then each element in the design, engineering and manufacturing complex can be provided with just the data needed to do its job. It is a gigantic software proposition, but that is the way things are moving.

CAD is already a \$1.5bn a year business involving majors such as Comshare, IBM, Intergraph, GE (Calma and CAE International), Applicon, McDonnell Douglas, Autotrol Hewlett Packard. There are perhaps 100 companies in all offering CAD products.

Computerisation for example, has installed four Designer systems with 24 graphics workstations throughout the Longbridge design offices of the BL Austin Morris group. Applications include NC, electrical wiring and mass property analysis. The Jaguar plant in Coventry has a six workstation system and there are another eight at Land Rover, Solihull.

BL Systems has overall responsibility and systems development manager Bryan Clayton puts productivity gains at between three and four times. But he admits that getting all the existing data into the computer in the first place has been very time-consuming. So new designs have first priority.

Ford has no fewer than 440 workstations throughout the world, with satellite data links that allow designers to exchange ideas. The system, called PDGS (product design graphic system) has been developed over 16 years and world marketing rights were granted to Prime Computers last year.

General Motors' systems, called GMSolid and Colourstress, allow solid-looking representations of parts to be assembled on screen and the stress patterns of say, a car body, to be viewed as coloured areas.

## Introducing Delco Products.

*Your newest partner in automotive systems design.*

We're Delco Products and we design and manufacture a wide range of automotive systems and components. Systems that can provide you with the quality and flexibility you need for day-to-day and long-range planning. And we're here in Europe now—ready and willing to put our technology, worldwide resources and seventy-three years of experience to work for you.

We make Engine Cooling Systems, Emission Control Systems. A wide range of motors custom engineered to meet your vehicle requirements. Ride and Suspension Systems. Electronic Level Control Systems including air-adjustable shock absorbers, electronic height sensors and electric air compressors. And Body Systems featuring a complete line of power systems for door locks, wipers, antennas and more.

Our advanced Computer Assisted Design (CAD) technologies and Delco's rigorous testing standards develop products that meet or surpass the most stringent European specifications. The result is a system which is virtually tailor-made to meet your needs with a level of quality and reliability you should demand.

And when you work with Delco Products, you get something more. Service. That includes the help of our European Design Engineers and worldwide manufacturing capability, including our newest plant in Cadiz, Spain, that assures you'll get the parts you need, when and where you need them.

We want to work with you on your next automotive design project. Call us—we're systems experts.

For more information, write or call. Delco Products Overseas Corporation, High Street North, Dunstable, Bedfordshire LU6 1BQ, England (582-64264).

**DELCO PRODUCTS**  
TECHNOLOGY WORLDWIDE

VEHICLE DESIGN IV

Innovators face rising frustration

UK

JOHN GRIFFITHS

LOTUS ENGINEERS have developed a computerised suspension so advanced it combines luxury car ride with racing car handling. It will lean the car into a corner like a motorcycle if asked, and will run over a brick at 90 mph with the driver feeling nothing and with no damage to the tyre.

However, it will appear in its first volume car application with a non-UK car maker. "We spent months talking to people in the UK," says managing director Mr Mike Kimberley. "But the impression we got was that while they might like to do it, they didn't have the funds."

At last month's "Drive Forward" exhibition at the Design Centre in London, staged to promote British design, Tom Karen stood by inwardly fuming while Mr Kimberley at the controls of multi-national Ford's van-like seven-passenger "concept car" for the 1990s. A few feet away, Karen's own concept car—in very similar vein—remained on paper.

"About 10 years ago I was predicting that cars would go this way. I tried to get UK industry, financiers and the Department of Trade interested. I didn't even get to first base; no encouragement—nothing."

Tom Karen is not an unknown, aspiring designer, but head of the Optic design consultancy which itself has won several Design Council awards.

At the same exhibition, Merrick Taylor stood beside Motor Panels' award-winning Team Tech truck car which will take the Rubeys Owen subsidiary of which he is managing director into the 1990s.

He says: "We have simply got to get changed attitudes, not just within industry but from banking, Government, the Treasury—and it's not a ques-

tion of a helping hand or lame ducks.

"The main problem of bankers not seeing what is self-evident is that they have had such a long period of the UK being non-competitive. One thing is the out-of-date concept of collateral, and the tightening of controls on the basis of shrinkage."

"But if we took the opposite viewpoint—what should be done to increase the collateral; trying for once to start thinking beyond the next balance sheet and addressing the long term—then we might start getting somewhere."

"As things stand, it sickens me when you get the banker who lectures UK industry about cost-effectiveness: about the need to be competitive and generate profits—and then when he's finished he goes out and climbs into his West German-built Porsche."

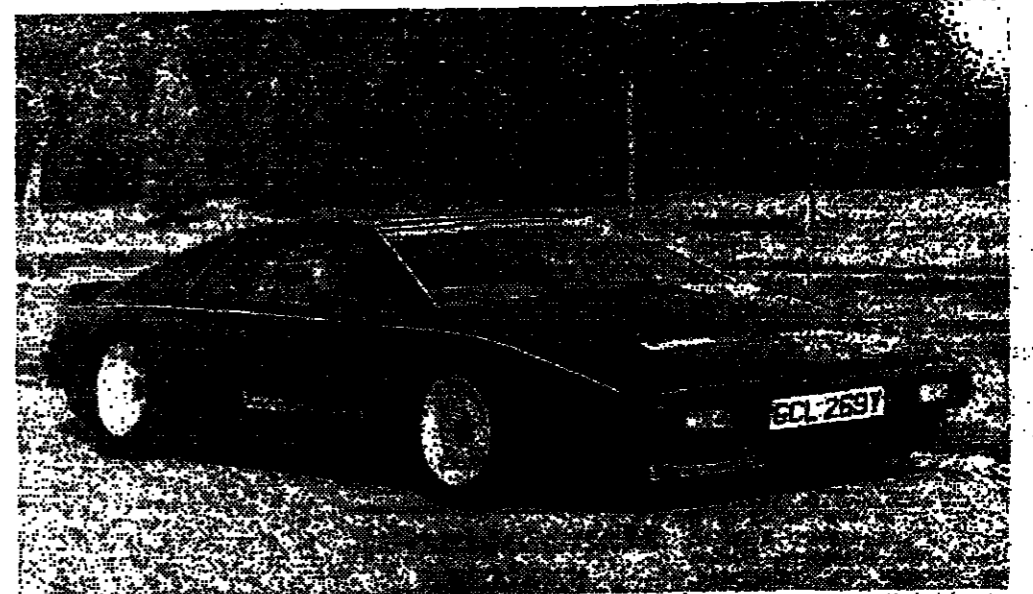
These comments, from chief executives of three companies whose design, innovation and engineering reputations considerably exceed their physical size, are just a few of the outward signs of anxiety, frustration, even anger, building up among the UK groups concerned with design, innovation and its utilisation in UK industry.

Behind these concerns, increasingly, is the fear that, if current attitudes do prevail, there is little which will prevent UK industry, in the longer term, slipping farther and further behind in international competitiveness, as technology-based rivalry increases.

These concerns have a number of facets; broadly, they include:

A harshly critical attitude towards the financial sector. It dismisses as so much hyperbole the sector's claim that there are large amounts of venture capital around waiting to be directed at sound, innovative projects.

An almost as critical view of much of the UK motor component sector. The criticism takes the shape that the sector simply responds to demand,



Lotus: luxury car ride with advanced computerised suspension

with few attempts to innovate on its own behalf or market any self-developed innovations aggressively.

The consequence is that much design, research and development work undertaken in the UK sees the light of day as actual products only when they have been bought up and put into production by foreign manufacturers.

There is a view also that the various supportive schemes for design and innovation hatched by the Department of Trade and Industry are, in fact, off-target and simply not leading to adequate exploiting of the UK's design and innovation talents.

That these talents exist, and in abundance, is not in doubt: the design and advanced engineering departments of leading auto manufacturers overseas—not least Porsche, Audi and BMW—have at their very top UK-born and UK-trained designers and engineers who have departed of the low pay and low status accorded them in the UK.

It provokes Dr Nigel Chapman, Director of the Royal College of Art's world-respected automobile design school, to describe the situation as "a tragedy—bordering on the criminal."

There exists also a view that the role played by the UK's Design Council itself is in some respects misdirected; that its promotion of UK design is an altogether too academic level, rather than geared to helping the hard sell in markets in Europe and overseas.

Not least, some innovators are ready to be critical of themselves:

"As designers we have failed," says Tom Karen. "We are not articulate enough; not good enough at knocking on doors. Our design society has failed. The Design Council says it is just interested in encouraging design. If they promoted the design industry, the footballers, like superstars, it would be more effective. There's little active promotion."

"But the Italians do it

loudly enough; if you took the trendy design image away from the Italians what would you have—not very much."

"But we in the UK tend to take the professional approach—we're too proud to do something common like touting for work."

As always, it will be possible to point to exceptions to these generally stated views. Just one case in point is the development by GKN Technology of a world first: composite glass fibre springs for trucks which save weight and are safer than steel springs, and promise to reap GKN a rich financial harvest world-wide over the coming years. More innovations are expected to come from its just-opened £2m research and development centre in the UK.

There is an exception, too, in the development by Lucas and Chloride, in association with UK truckmakers, of the world's first commercially produced electric vehicle.

But equally, the malaise can be seen in the direction of Austin Rover with some of its component suppliers, and chairman Mr Harold Musgrove's statements that without price and quality improvement, 45 per cent of its components, not the current 15 per cent, could wind up being purchased from abroad.

The contrast between the UK situation and the long-term "partnership" operations of Japan—where banks, industry and the Ministry of Trade and Industry co-ordinate long-term strategies with little concern for immediate profit—is not only ironic but downright dangerous in terms of the UK's ability to stay in the race, Merrick Taylor observes.

WHEN YOU HAVE PLASTICS MOULDING TALENTS LIKE CHLORIDE LORIVAL YOU APPRECIATE...



...THE IDEAL VEHICLE.

Austin and MG MONTEGO and their stable-companion Maestro, provide Chloride Lorival with the opportunity to do what we do best—The design production and finishing of plastic mouldings. Other vehicles for our talents, in the Austin Rover range, are the Austin Metro, the Triumph Acclaim and also the Land Rover.

You provide the vehicle — we provide the expertise.

ultrasonic welding, screen printing, hot blocking and roll-on foiling.

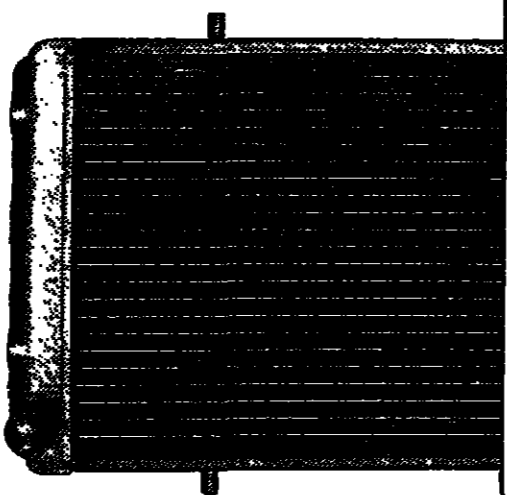
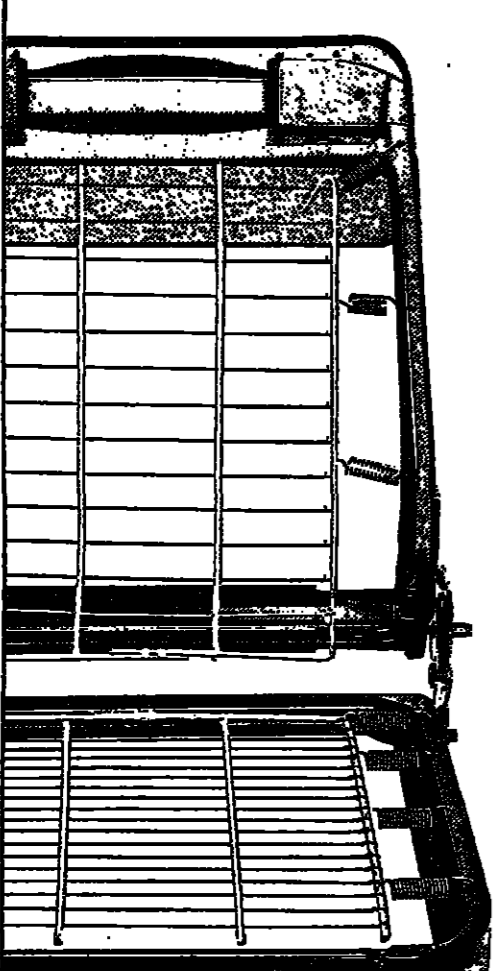
To find out more about what we can offer your company, contact our Marketing Department.



Chloride Lorival manufacture the following Montego components: The front sill finishers, the glove box pocket, the parcel shelf and rear sill finishers.

CHLORIDE LORIVAL

Chloride Lorival Limited, Little Lever, Bolton BL3 1AR. Telephone: 0204 72155. Telex: 63228.



The Welsh Connection!

The Montego is the first car to feature an important new generation of radiators — the Hyperform. The light weight and slim shape of the new Hyperform radiator was designed especially for today's fuel-efficient cars. The Montego also sports super-comfortable seats featuring a supportive pressed steel frame.

The Welsh connection? The Hyperform radiator and the pressed steel frame of the seat are designed and manufactured by Llanelli Radiators — a high-technology company always in the forefront of the automotive industry.

Llanelli Radiators  
Llanelli, Dyfed, Wales  
Telephone: Llanelli (05542) 58101  
Telex: 48387

Llanelli Radiators  
Bringing tomorrow closer to today

Fiat relies on outside designers

Italy

JAMES BUXTON

COMPUTER-AIDED design is transforming the way cars are designed, but will not change the fact that Fiat, the major Italian car maker, relies heavily on outside designers when it is developing a new car. That is the view from both manufacturer and designer in Turin, the heart of Italy's motor industry.

The presence of Fiat in Turin and its extensive use of outside designers helped establish the city as one of the major centres of car design in the world. Four companies, Italdesign, the company of Giugiaro, Pininfarina, Bertone and Ghia, part of Ford, are flanked by a host of smaller, artisanal concerns.

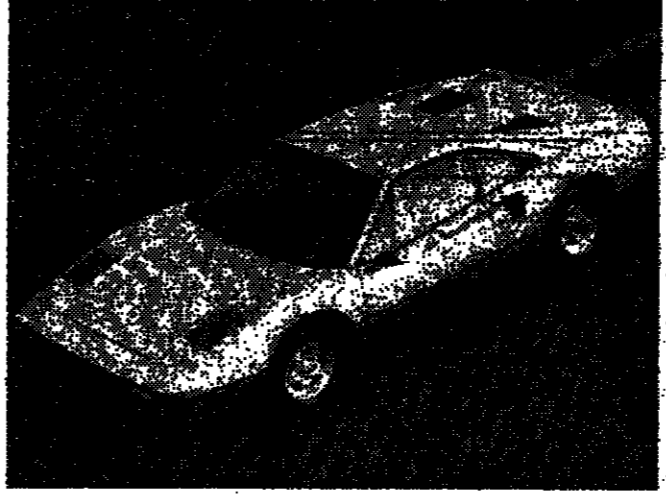
The success of Italy's car designers is usually attributed to the combination of the Italian natural flair for creative and beautiful and the practical with the artisanal tradition of the small, highly-skilled workshop. It is this that attracts other European car manufacturers to Turin as their designers and which Fiat particularly values as it plans models for the future.

Computer-aided design (CAD) enables a designer to visualise and simulate problems and solutions in car design in a way never before possible. It therefore speeds the time in which the technical parts of cars can be designed, and also gives greater importance to accurate calculations of air drag coefficients, a crucial point in an energy-conscious world.

All this work can be done in the car manufacturer's design department — in the case of Fiat, in its styling centre. But according to Fiat, the very advantage of CAD makes the use of outside designers even more necessary.

"Everyone is applying these design methods, and that makes things much more competitive," said a company spokesman. "It is therefore all the more important that we produce what the market actually wants. And that is why we go to outsiders for help with styling."

According to Giugiaro



The 308 GTB Ferrari, as designed by Pininfarina, which recently returned dramatically to the headlines with news that it is to deliver 40,000 bodies for a Cadillac car to General Motors from 1985 to 1991 — a deal worth \$600m

the advent of CAD will mean at least as much work for outside designers as in the past. "Companies may do more designing in-house," he says, "but things have become so competitive and design is moving so fast that the lifetime of the average car design is much less than it was. Therefore the car manufacturer will need new designs more frequently."

"The lifetime of the average car has been introduced in the past two years is six or seven years, compared with ten or 12 years in the past. Therefore, companies are going to be needing new designs all the time, from as many sources as possible. We are at an advantage because as a small company we can produce a complete new design in about two months less than a big manufacturer can. We can hand over a scale model in three months, instead of about six."

"CAD is quite useless for styling research," says Sig Giugiaro. "We will be getting it in due course, but it is expensive and when you only need it three days a month for engineering research, it is often cheaper to go to a specialist concern in Turin and use theirs."

For Fiat, "the aesthetic aspect is absolutely crucial. The designer must also be able to plan a family of cars, so that the life of the car can be prolonged."

Italdesign was responsible for designing the Fiat Panda, the utility car with its distinctive body. According to Fiat, the Uno, the highly successful replacement of the Fiat 127, was "born at Fiat with recourse to outside designers including Italdesign." Italdesign is a little more proprietorial about its own role in the paternity of the Uno, and the car has a certain external similarity to the Panda.

The Fiat Regata the recent replacement of the 131 Mirafiori, is largely a product

of company's own styling centre.

The roles of the different car design houses is changing, as Fiat sees it. Italdesign is perhaps the company most adapted to the design and production needs of the big car company. That may help to explain its success, which began when in 1968 it won the contract to design the Alfa Romeo, to be built in the state-owned Alfa Romeo company's plant near Naples.

Under Giugiaro Giugiaro it then designed the Volkswagen Golf and its fellows, the Fiat and the West German company to retain its place in car markets as the Beetle was withdrawn. Italdesign's

roll of honour includes several Japanese cars, models for Lotus and Maserati; and the Lancia Delta and Prisma. Lancia's new large saloon, to be launched by the Fiat subsidiary later this year or early next, is also an Italdesign project. But Volkswagen preferred to build its own designed "born-again" Golf in preference to Italdesign's conventional new version.

Pininfarina recently returned dramatically to the headlines with the news that it is to deliver 40,000 bodies for a Cadillac car to General Motors from 1985 to 1991, a deal worth \$600m. This spectacular contract, which will double the Turin company's turnover, also entails fitting the car bodies from Turin to Detroit, to prevent the damage that would wear they to go by sea.

The deal also emphasises the way in which Pininfarina is increasingly a manufacturer rather than simply a designer of cars, and that its design niche is in the specialist part of the car market rather than in the mass production models that Italdesign is strong in.

Pininfarina has designed the new four-wheel-drive version of the Alfa Romeo estate car version of the same car. It is responsible for such cars as the Peugeot 505, Rolls-Royce Camargue and the Talbot Samba Cabriolet.

In the U.S., Pininfarina's name is now on the former Fiat Spider which is being factored by Fiat. Fiat decided last year to take its own name out of the U.S. car market. Similarly, the Fiat X1/9 is now called the Bertone X1/9 after its designer and manufacturer.

roll of honour includes several Japanese cars, models for Lotus and Maserati; and the Lancia Delta and Prisma. Lancia's new large saloon, to be launched by the Fiat subsidiary later this year or early next, is also an Italdesign project. But Volkswagen preferred to build its own designed "born-again" Golf in preference to Italdesign's conventional new version.

Pininfarina recently returned dramatically to the headlines with the news that it is to deliver 40,000 bodies for a Cadillac car to General Motors from 1985 to 1991, a deal worth \$600m. This spectacular contract, which will double the Turin company's turnover, also entails fitting the car bodies from Turin to Detroit, to prevent the damage that would wear they to go by sea.

The deal also emphasises the way in which Pininfarina is increasingly a manufacturer rather than simply a designer of cars, and that its design niche is in the specialist part of the car market rather than in the mass production models that Italdesign is strong in.

Pininfarina has designed the new four-wheel-drive version of the Alfa Romeo estate car version of the same car. It is responsible for such cars as the Peugeot 505, Rolls-Royce Camargue and the Talbot Samba Cabriolet.

In the U.S., Pininfarina's name is now on the former Fiat Spider which is being factored by Fiat. Fiat decided last year to take its own name out of the U.S. car market. Similarly, the Fiat X1/9 is now called the Bertone X1/9 after its designer and manufacturer.

**RONING**  
**GM DRILLING**  
**SUPERFINISHING**  
**PERMAT**  
**MACHINES LTD**

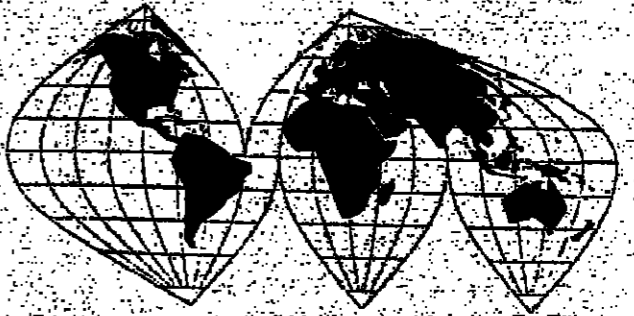
Station Road,  
Coleshill, Birmingham  
B45 1JG

Tel: 0675 63351  
Telex: 336640

Suppliers to all  
Major U.K.  
Vehicle Manufacturers

**TAPE FINISHING**  
**LEAK TESTING**  
**AUTO ASSEMBLY**

TRW Cam Gears the driving force in steering systems...



Original equipment suppliers to most major vehicle manufacturers.

Britain's leading independent manufacturer of steering and suspension equipment

TRW Cam Gears Ltd  
Old Church Road,  
Cleveland,  
Ayrshire G12 8NS  
Telephone (0272) 878061



**SCIAKY congratulate**  
**AUSTIN ROVER for the MONTEGO**

SCIAKY proudly supplied

Computerised Process Control and Monitoring System

ROBOFLY Automatic Body-in-white Framing Station

Automatic Body Tool-changing Facilities

World Leaders in Flexible Automation

The Fiat Regata the recent replacement of the 131 Mirafiori, is largely a product

Sciaiky Ltd

هنا هو اصل

VEHICLE DESIGN V

How Europe's consultants keep styles up to date

Japan

JOHN HARTLEY

JAPANESE VEHICLE manufacturers are reluctant to admit that they use outside consultants, but they are always seeking new styles and new technology, and verification that their work up to date.

Their reluctance stems from three main reasons—the industrial environment, their ambitions and their past experience. In Japan, it is the large companies that tend to lead in technology and so industry executives find it difficult to admit that they have to use a smaller, and by their definition, inferior, company for design.

Then, the Japanese vehicle manufacturers are still trying to show that their design technology is equal to that of the European companies, so again, they are reluctant to admit that they need to use outsiders to catch up.

In addition, Nissan suffered some damaging publicity following a dispute with Albrecht Goertz, who worked as a consultant on the design of the car that inspired the 240Z. There was a disagreement about Goertz's contribution to the 240Z and, although the matter was settled privately, neither Nissan nor its competitors want a repetition of that episode.

Nevertheless, Goertz was responsible for the styling of the original Silvia, while Pininfarina of Italy designed an early Datsun Bluebird. Toyota relied on American stylists for some versions of the Celica and Mazda's original Luce was styled in Italy.

Some recently, Isuzu employed Ital Design to style the Piazza coupé, and then the 1.3-litre

"R-Car," due to be launched later this year. In addition, Honda has commissioned Pininfarina to carry out some design studies and Ital Design certainly influenced the design of Nissan's Micra.

Overall, though, there is a tendency for the Japanese companies to commission the Italian styling houses to carry out design studies for a certain model. Subsequently, the stylists inside the company modify the design—often turning an original design with character into the bland and characterless shapes for which the Japanese are renowned.

It was to avoid this sort of transition to mediocrity that Isuzu left Ital Design's Piazza almost exactly as Ital Design executed it. The result is that the car has real identity, especially in Japan where most cars tend to share the same basic styling characteristics. Of course some specialists,



Mazda MX-02 concept car

especially in diesel engine design, are consulted regularly by Japanese manufacturers. For example, Ricardo Consulting Engineers of Shoreham-on-Sea, England, numbers most of the Japanese companies among its customers, partly owing to the almost universal acceptance of the Comet Mark V swirl chamber system on small Japanese diesel engines.

However, the Japanese are always very keen to know what their rivals are doing, and by communicating with an establishment such as Ricardo, they keep in touch with trends.

Honda has a more open attitude to consultants than most of the Japanese companies, not least because it has a history of developing its own technology but going elsewhere when it lacks experience. For example, it was not until Honda's V-12 racing engine was put into a chassis designed by Eric Broadley of Lola Cars in England that Honda won a car Grand Prix. Now Honda has returned to the race tracks, but from the start has supplied engines to British racing teams who of course build their own cars—a highly specialised area.

Development secrets boost car industry mystique

SURROUNDED BY fields and woods, Porsche's motor vehicle development centre at Weissach in southern Germany is a hive of activity. The pace of expansion at Weissach has been so great that the hammers and drills of building workers have been ringing out more loudly at times than the sound of motor vehicles.

The spur to expansion has come not only from Porsche's own design and development projects but also from an increasing volume of contract work for outsiders, notably other vehicle manufacturers.

The bulk of the activity at Weissach is aimed at enhancing Porsche's own range of prestige cars. But between 30 and 40 per cent of the operation is taken up with projects for other organisations.

Porsche is among the most prominent of West Germany's consultant firms and experts engaged by the motor vehicle industry and components suppliers to handle technical design and development work. Like other large engineering groups, it receives considerable business from abroad, though mostly from within Europe.

West German motor vehicle manufacturers—and the various design and engineering outfits who work for them—are reluctant to disclose details of any interdependence. The volume of outside work in any case varies with some companies, such as Daimler-Benz, aiming in principle to handle work within its own organisation.

Secrecy inevitably pervades a lot of design and development work and has become part of the mystique of the car industry. Security is not merely an effort to keep the competition guessing but also to avoid raising expectations among customers about innovations, with possible market repercussions.

However, outside designers and engineering consultants are a significant sector in West Germany and although much work is short term, some companies have long-standing relations with vehicle and component manufacturers. Among engineering consultant groups, a liberal sprinkling of key personnel are English or experts with English engineering and motor vehicle experience.

With car manufacturers moving increasingly into computer-aided design (CAD) and

beyond that to computer-aided manufacturing (CAM), the outside specialists are currently confronted with the need to move with them in this direction.

The trend to CAD seems indisputable, but it is a headache for outside consultants — not simply because of the investment and training required but also because of the different systems which car manufacturers have introduced. There is some hesitancy for fear of taking a wrong step and some rather forlorn discussion about the desirability of compatible systems.

W. Germany

JOHN DAVIES

For reasons of secrecy and pride the role of the outside designer and developer is apt to go unacknowledged or overlooked by all but the initiated in the industry. However, an instance of perhaps mutually beneficial acknowledgement occurred recently when Seat of Spain presented new engines and gears developed with the help of Porsche. Seat broached the subject with Porsche in 1981 and the contract was completed in time for presentation at the Geneva Automobile Salon earlier this year.

Porsche is also known to have carried out major work for the Soviet Union's Lada car project, as well as the development of a new Formula One engine.

Porsche's revenue from outside design and development work — so-called Fremdentwicklung — reached DM 80m (\$30.5m) in the financial year to last July 31, and is planned to rise to about DM 85m-DM 90m in the current financial year.

About 80 per cent of outside work involves motor vehicle projects, in keeping with the vehicle development tradition of the group dating back 33 years.

Herr Horst Marchart, responsible for development and sales of Porsche's external projects,

says the company plans to step up investment in Weissach to about DM 135m next year. Investment projects undertaken include a wind canal and an environmental centre.

Since the company set up the Weissach centre in 1972, the spot has been a virtual "building site," with new expansion continually under way, says Herr Marchart.

The number of employees in development work is also being steadily increased, rising from about 1,000 around 1979 to more than 1,800 at present. If the pace of expansion continues, the number will shortly reach 2,000.

Herr Marchart sees considerable opportunities for technical design and development work in the next few years, partly because of new standards likely to be brought in for motor vehicle manufacturers.

The company's longer-term goal, he says, is to raise the proportion of outside development work to about 50 per cent of Weissach's operations. So far, the volume of outside work has been rising steadily but so, too, has Porsche's development work for its own projects.

Herr Marchart says that Porsche is introducing CAD, recognising the potential benefits as well as the need to keep pace with the technological practices of customers. But incompatibility of systems is a headache. "Almost every car manufacturer has a different system," he says. "That makes things difficult."

Other engineering design and development concerns are becoming increasingly interested in CAD, feeling pressure from manufacturers to move in this direction.

"We know we are going to have to move to CAD," says Mr Terry Walkind, an English senior executive of Rucker, the engineering concern.

Rucker, which employs about 450 people, has shifted the orientation of its projects increasingly from mechanical engineering to automotive engineering. About 85 per cent of its efforts now involve automotive projects.

Its nine offices are based strategically close to motor vehicle manufacturers and component suppliers — in such centres as Stuttgart, Munich, Ingolstadt, Wolfsburg and Cologne.

Foreign imports lead to changes on home front

IN THE flamboyant 1950s, when Detroit's car manufacturers seemed to be unable to put a foot wrong, the design studios carried enormous weight in the different organisations. Cheap fuel and good roads had produced the fashion for big cars and powerful engines.

The job of the designers was to clad this relatively unchanging concept of what a car should be with a shape that would catch the fancy and hold it long enough to make money, before fashion moved on to some further extravaganza.

At that time, the big three U.S. manufacturers had great confidence in the validity of their own judgment. Apart from Volkswagen, no one from outside the country had been able to make any substantial impression on the U.S. car-buying public.

In 1973, however, everything changed. As oil prices set off on the meteoric climb that was to last a decade, they began to see the need for adapting their models — and it soon became a necessity as the Japanese began to hammer home the message that U.S. customers were not

totally mesmerised by size and power.

These new perceptions of the industry were to spell a long period of eclipse for the U.S. designers. They had gained their position in the first place because their ideas were powerful selling tools. Suddenly, as oil prices began to take off, other factors began to look equally important in the market place, particularly fuel consumption.

The main focus in Detroit turned to engineering, as the manufacturers concentrated on reducing engine size, taking weight out of the cars, and shrinking them in overall capacity. Design had to take second place to the "down-sizing" crash programme, with the result that U.S. cars became distinctly less interesting — or flashy — to look at.

General Motors, for example, had developed its overpowering presence in the market by standardising engineering as much as possible across its five divisions, while ringeing the changes in its styling. Over the past few years, by contrast, it has

been heavily criticised for producing relatively similar-looking vehicles across the whole of its range.

Following this down-sizing period, however, the wheel is turning yet again, back to a re-emphasis on design. This is mainly because the main thrust towards investing in smaller cars is over. But it is also due to the increasing threat from foreign cars, which have won wide acceptance despite the fact that their styling is radically different.

The U.S.

TERRY DODSWORTH

One response of the U.S. producers has been to draw on their design offices in their European subsidiaries, although this process is now on the wane. Another, though limited, approach has been to buy in European styling as Cadillac, the GM subsidiary, did recently for a new sporty version of its model range.

The most radical departure, however, is the establishment of new, separate design offices in California. This policy is related directly to the growth of Japanese car sales in the U.S., because it was via California that the Japanese won their entrée to the wider national market. Californians have proved enormously receptive to overseas styles, to the extent that imports now have just over 50 per cent of the market in the state.

For far too long the U.S. manufacturers, based in the north-eastern industrial belt, failed to respond to this challenge 2,500 miles away on the West Coast. The popularity of the Japanese, and other importers, was dismissed for a time as yet another Californian fad. But it has now become apparent that West Coast fashion has given an effective insight into the trend for the whole country.

Indeed, the Japanese recognised the importance of Californian taste several years ago. As early as 1974, a number of Japanese car companies established design studios on the

West Coast to soak up local ideas and test market new models.

Out of this process have come the more stylish vehicles which have replaced the severely utilitarian and economical models which established the first Japanese bridgehead in the U.S. Indeed, the Datsun 280Z, probably the best-selling sports car the world has seen, owes its inspiration to the company's efforts to tap into the Californian scene. Similarly, the Toyota Celica and the Mazda 626 are regarded as Californian imports.

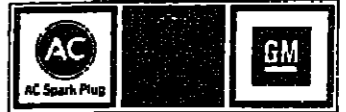
Last summer, Chrysler followed in the Japanese footsteps and opened a \$3m studio near San Diego, to be followed by GM, which has now established a Californian think tank at Thousand Oaks, near Los Angeles. Chrysler intends to develop full-sized designs in the design office, although GM is going more cautiously and will use its own studio to get a feel for the local market rather than producing usable production designs, at least for the time being.

NEW ADVANCEMENTS IN LCD AUTOMOTIVE INSTRUMENTATION DESIGN. AVAILABLE FROM AC...



IT'S DIGITAL. IT'S ANALOG. IT'S GRAPHIC. IT'S METRIC. IT'S ENGLISH. IT'S PRECISE. A COMPUTER. THE FUTURE.

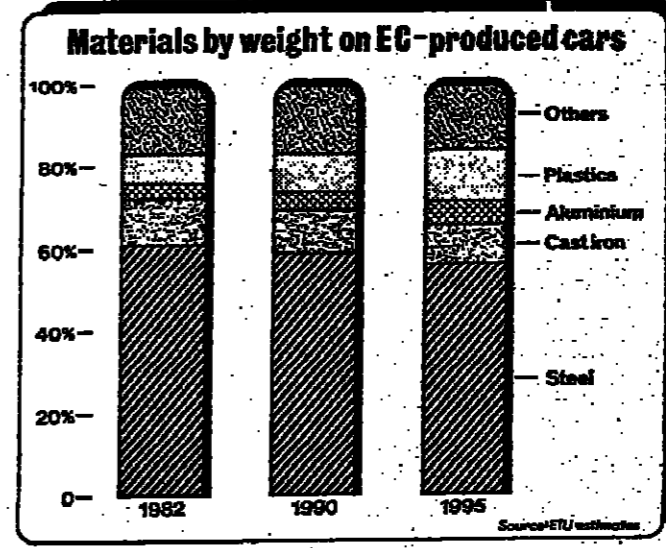
It represents the kind of state-of-the-art thinking available to you now from AC! Shown above is the first standard equipment Liquid Crystal Display instrument cluster ever offered in a production automobile. It's standard in the 1984 all-new, hi-tech Chevrolet Corvette. IMPORTANT DESIGN ADVANTAGES: A proven microprocessor • Multi-colour graphics • Versatility in styling • Design flexibility.



AC SPARK PLUG OVERSEAS CORPORATION P.O. BOX 25, GENTRY HOUSE, 500 AVEBURY BOULEVARD, CENTRAL MILFORD, CONNECTICUT 06108, U.S.A.

VEHICLE DESIGN VI

More scope for specialist car assemblers



the increase, he points out, would come from slower production rates. To stamp out a sheet metal part is a matter of seconds; for large moulded plastic sections currently it is a matter of minutes.

Nevertheless, given the development of appropriate processing ideas, such as faster curing resins, stampable thermoplastic sheet and similar, advances in plastics could conceivably compete with steel for a higher proportion of the car.

Steel in any case will be difficult to displace, not least because steelmakers are not about to let go a lucrative market without a fight and are developing yet stronger, higher-carbon steel to save weight; while the steel supply structure is well established internationally, in contrast to plastics.

Inevitably, too, within the motor industry, there will be some inertia as equipment and engineers tackle perhaps with initial timidity, the new problems of an unfamiliar material.

What materials are used, in the end, will depend on bottom line criteria such as what best meets all the design requirements at the lowest overall cost. Even that is not a simple question of material costs, because no manufacturer will mind paying a 2x premium for, say, a plastic substitute if it is going to save £2k in assembly time or lower capital investment.

Apart from sweeping changes such as using adhesives rather than welding to assemble such cars, the implications for everyone involved in the motor business are enormous.

The advent of new materials

CONTINUED FROM PAGE 1, COL. 3

mented in forecasting the advent of such cars in the 1990s, it would amount to nothing less than "a revolution" in the way in which cars were produced.

There remain huge problems before the plastics become reality. According to Dr M. A. Waterman, of consultants Michael Neale and Associates, if all feasible substitutions of lighter plastics for metals were made in the car of 1990, the average weight of plastics per car would rise from 54.8 kg in 1980 to 104 kg. These items would include wings and aerodynamic underbody shells.

They would also increase by a factor of 10, the price of such a car.

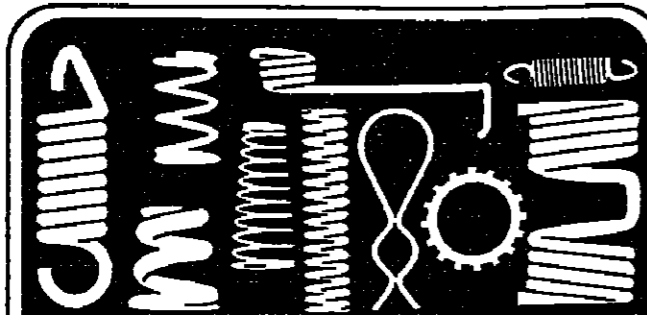
Such a daunting, really, economic increase in a car's cost would indeed be partly due to the plastics being more expensive than metals as a material.

But much the biggest factor.

Time scale  
How fast will the transition be? According to Mr Yutaka Kinno, head of Nissan's research and development department, the current composition of cars is about 80 per cent steel, 3 per cent aluminium and just under 5 per cent plastic.

By 1990, the proportion of steel is expected to fall to 60 per cent, with aluminium and plastic each rising to 30 per cent. In addition, ceramics will account for about 2 per cent.

"This however, is only an estimate—the rising cost of plastic and aluminium could deter their wider use."



**Salter Springs to mind 021-553 2929**

Salter Springs and Pressings Ltd, is one of the largest spring manufacturing companies in the UK. It is a major supplier of quality springs and wireforms to the motor industry, offering improved product performance and economy in spring design and manufacture.

A free computer-aided design service ensures optimum design for a cost-effective performance while our wide selection of modern machinery provides the capacity for both small batch and large volume productions. A 24 hour delivery service is available for small batch productions, and springs can be tailor-made to suit individual needs.

With the aid of a highly experienced Research and Development Department, Salter have designed many special purpose machines to test all springs against both technical and economic factors encountered in manufacturing processes.

**SALTER**

Salter Springs and Pressings Ltd, Spring Road, Smethwick, Walsley, West Midlands B66 1PF. Tel: 0202 337877.

**17 LEADING CAR MANUFACTURERS SPECIFY UNIROYAL POWERGRIP HTD™ TIMING BELTS FOR CAMSHAFT.**

**SOME DRIVE!**



**POWERGRIP**  
The belt for tomorrow's generation of engines

**CONGRATULATIONS**  
Istel Limited congratulates Austin Rover on the launch of the elegant Austin Montego and are proud to be associated with the development of Key Computer Systems to support the production of this advanced new car.



Istel Limited, PO Box 5, Grosvenor House, Prospect Hill, Redditch, Worcestershire B97 4DQ. Telephone: Redditch (0527) 64274. Telex: 339954.

**W. A. THATCHER LTD.**  
— RUBBER MOULDERS —  
Industrial — Automotive — Electrical  
Pontygraith Tel. Ferndale  
Ferndale 730573 (0443)  
Mid Glam.  
CF43 3EE Telex: 497501

VEHICLE DESIGN is an art—and one which will allow greater opportunities to the medium-sized and specialist car assemblers over the next decade, according to Mr Dan Jones, one of the leading figures in a four-year international study co-ordinated by the Massachusetts Institute of Technology into the future of the automotive industry.

The project—financed by the major car producing countries: the U.S., Japan, the UK, West Germany, Italy, France and Sweden—involved 100 researchers across the world. Three closed conferences were held at which the views of governments, leading industrialists and trade unions were sounded.

Mr Jones, of the Science Policy Research Unit at Sussex University, is one of the five authors of the book to be published this autumn of the study's conclusions.

He says the findings "stand on their head" the conventional view of the automobile industry under which economies of scale squeeze out the smaller assemblers and mergers lead to the creation of a few surviving mega-companies along the lines of General Motors.

The differing markets for cars, emerging new components and the changing technology of production dictate otherwise, he argues. The concept of the "world car"—a vehicle using common components but with cosmetic changes to suit the particular national market—was being undermined by the individual demands of domestic markets.

The divergence rather than convergence of demand presents great potential for the medium-sized producer. Research suggests the smaller companies are more adept at seeking out a niche in a fragmenting market, Mr Jones says.

"This is exemplified by the European specialist producers—Volvo, Saab, Daimler-Benz, Jaguar and by Chrysler in the

**Medium rank manufacturers**

ARTHUR SMITH

The new ideas are likely to be introduced gradually. The result will be the same: the car of the early 1990s will be completely different in almost every respect to the car of the early 1980s.

Mr Jones argues that it is the very pace of the present technological evolution of every part of the car that makes vehicle design an art. It was impossible to predict what the winning combination of all developments would be.

Such an environment provided enormous scope for many different producers to create quite distinctive cars by "picking off unique combinations of new technologies."

Nor was there any reason to believe that all the cards were in the hands of the very large companies with huge resources at their disposal. As in the past, many of the important advances would be introduced

by the smaller and medium-sized assemblers.

But the biggest factor to change the prospects of the lower volume operators has been the recent revolution in production technology and the advent of flexible manufacturing.

The new flexibility has overturned the conventional wisdom that an assembler needs to produce at least 2m units a year to be viable.

As Austin Rover is now beginning to illustrate its facilities at Cowley, Oxford, a full range of models can be produced at one or two plants at a much lower total volume and still remain competitive.

Mr Jones argues that the changes in production technology are only just beginning and that more are in prospect. The economies of scale in design are also changing with the growing use of computer-aided design, engineering and manufacture.

The "art" of the designer became that much more crucial in a period like now when all the major elements of competitiveness in the automobile industry—the markets, product, production equipment, and management strategies—were in a state of flux.

Mr Jones forecast that most of the existing medium-sized companies will survive the next decade although it could be "precarious and testing." The two major problems to be overcome were volume of output—still critically high in engines and gearboxes—and size—the smaller companies were at a disadvantage in financing a wide development programme.

The answer to such constraints lay in a mixture of buying-in some major components, joint development and procurement co-operative design, and a substantial reliance on the acquisition of technical knowledge from outside companies.

"In other words, one has to trade in one's weak areas," Mr

**Components**

LORNE BARLING

have traditionally made axle beams and now we are making springs, so they can be sold as a package. The problems with components usually arise where they are joined, so the advantages are obvious" GKN said.

One of the major areas of research at present relates to pistons, since they account for a high proportion of mechanical losses in an engine. The AE group is devoting considerable resources to reducing piston assembly weight, reducing friction and the maintenance of improvement of their integrity.

Computer-aided design has had important effects on the design of many metal components, since the ability to pinpoint areas of high and low stress has enabled designers to eliminate unnecessary metal, thereby reducing weight. However, this has had implications for related components, where the weight change has had to be taken into account.

In addition, advanced testing techniques such as the computer systems which help assess the life expectancy of existing parts, are now helping to speed up the development of new generation of components.

GKN believes that components will increasingly be supplied in packages of related functions, since their integration tends to reduce manufacturing and assembly costs. "We

**Heavy investment in research**

undergone far more stringent tests than all the cards were in the hands of the very large companies with huge resources at their disposal. As in the past, many of the important advances would be introduced

undergone far more stringent tests than all the cards were in the hands of the very large companies with huge resources at their disposal. As in the past, many of the important advances would be introduced

undergone far more stringent tests than all the cards were in the hands of the very large companies with huge resources at their disposal. As in the past, many of the important advances would be introduced

undergone far more stringent tests than all the cards were in the hands of the very large companies with huge resources at their disposal. As in the past, many of the important advances would be introduced

undergone far more stringent tests than all the cards were in the hands of the very large companies with huge resources at their disposal. As in the past, many of the important advances would be introduced

undergone far more stringent tests than all the cards were in the hands of the very large companies with huge resources at their disposal. As in the past, many of the important advances would be introduced

undergone far more stringent tests than all the cards were in the hands of the very large companies with huge resources at their disposal. As in the past, many of the important advances would be introduced

undergone far more stringent tests than all the cards were in the hands of the very large companies with huge resources at their disposal. As in the past, many of the important advances would be introduced

undergone far more stringent tests than all the cards were in the hands of the very large companies with huge resources at their disposal. As in the past, many of the important advances would be introduced

undergone far more stringent tests than all the cards were in the hands of the very large companies with huge resources at their disposal. As in the past, many of the important advances would be introduced

**The burden of design grows heavier**

houses, like Ital Design of Italy, stress that computers cannot do the creative part of the design process, and that the design houses' original thinking, plus the need of manufacturers for a faster flow of designs, will keep them in business.

Perhaps there are few better examples than International Automotive Design in the UK. John Shute, its chairman, started the company only in 1976, with a handful of people. It now employs 325 people, half of them overseas at client manufacturers' plants. Its consultant engineering, styling and prototype building service are expected to produce a £7m-plus turnover this year and this month it has just finished installing nearly £1m worth of its computer-aided design equipment on par with manufacturers'. Its computer room is already working on double shifts.

Shute is intensely aggressive about the business: "We're now in a position to rival the Italian design houses, some of which have in any case come down in their reputations."

He acknowledges, however, that the UK design and engineering houses have been slow to market their expertise internationally, even though their skills rank with the best in the world.

"But that's symptomatic of the whole UK motor industry—

technique for the motor industry as a whole. Lucas Industries has announced large investments in high technology manufacturing systems for its increasingly sophisticated range of electronic and non-electronic motor components."

Dr Tony Jarrett of Lucas said recently that the field of technology management was being approached under five broad headings—technology forecasting, product technology audits, developing a technology base, technology information transfer and technology education.

At Lucas, technology forecasting was "a continuous exercise. In forecasting the shape and nature of vehicles of the future, the company relied not only on its group research centre but on input from major subsidiaries with specialist knowledge in the fields of electric braking systems and diesel fuel injection equipment."

In addition it drew on outside information sources about trends in design and development across the world.

Each Lucas operating company had its own technology audit of capability and capacity. These were revealing exercises. Dr Jarrett said, and the objective of the audits were to check that "business plans were sufficiently defined to construct a long-term product engineering plan, to unearth areas of technology weakness and to provide a feedback to the business planning activities to ensure that these and the technical resources were properly matched."

Each Lucas operating company had its own technology audit of capability and capacity. These were revealing exercises. Dr Jarrett said, and the objective of the audits were to check that "business plans were sufficiently defined to construct a long-term product engineering plan, to unearth areas of technology weakness and to provide a feedback to the business planning activities to ensure that these and the technical resources were properly matched."

Each Lucas operating company had its own technology audit of capability and capacity. These were revealing exercises. Dr Jarrett said, and the objective of the audits were to check that "business plans were sufficiently defined to construct a long-term product engineering plan, to unearth areas of technology weakness and to provide a feedback to the business planning activities to ensure that these and the technical resources were properly matched."

Each Lucas operating company had its own technology audit of capability and capacity. These were revealing exercises. Dr Jarrett said, and the objective of the audits were to check that "business plans were sufficiently defined to construct a long-term product engineering plan, to unearth areas of technology weakness and to provide a feedback to the business planning activities to ensure that these and the technical resources were properly matched."

Each Lucas operating company had its own technology audit of capability and capacity. These were revealing exercises. Dr Jarrett said, and the objective of the audits were to check that "business plans were sufficiently defined to construct a long-term product engineering plan, to unearth areas of technology weakness and to provide a feedback to the business planning activities to ensure that these and the technical resources were properly matched."

the Continentals simply are much better at telling you how good they are."

He has no time for the doubts sometimes expressed about the technical, rather than production capabilities, of Japanese manufacturers. The vehicles at the last Tokyo show, he says, "were mind-bending. If Ford, VW etc want to stay in business they had better watch out. The Japanese have got super ideas there."

In turn, Lotus believes that it should be compared with Porsche of West Germany, rather than the Italians. "We can do all the things that Porsche do... certainly Toyota (now with a 17 per cent shareholding in Lotus) see us as that," points out its chief executive, Mr Michael Kimberley.

Lotus, since entering computer engineering business with the De Lorean development contract in 1978, has expanded this side of its business substantially, with several dozen client companies.

But Mr Kimberley makes the same point about UK industry's marketing abilities and design take-up, even more strongly:

"Our design is second to none; our exploitation of it is bloody awful."

He expresses a deep worry that while much innovative design is produced in the UK, it is being bought up not by UK

**ADVERTISEMENT**

**HOOVER UNIVERSAL**, Britain's largest Automotive Seating Manufacturer, will be supplying the Rear Seat Back units for the Austin Montego.

Hoover's Design and Development Department, in conjunction with the Austin Rover Group Engineers at Canley and Oxford, have developed units for the Austin Montego of fabric construction. In parallel with the fabricated steel units, Hoover Universal carried out an evaluation of plastics for the construction of Automotive Rear Seating on a quality strength cost-weight ratio, considering all forms of plastics technology embracing European, American and Japanese capabilities. This programme was supplemented by a Government Grant "Support for Innovation." The conclusion was reached that in the foreseeable future, using the latest technology in production methods, steel has significant advantages.

Hoover Universal Inc, Hoover Universal (UK)'s Parent Company, has extensive involvement in the Plastics Industry, manufacturing both machinery and products for varied markets, including the Motor Industry.

At Hoover Universal's Leigh-on-Sea factory, the Austin Montego Seating will be produced on the most modern equipment available, incorporating a multi-robot set-up, combining Spot and CO<sub>2</sub> welding, featuring web feedback controls through microprocessors to ensure 100% Quality Assurance. This £4 million investment has been constructed by Hoover Universal and local sub-contractors with the aid of a Government Robot Support Grant. The Company considers that this is the most technically advanced equipment of this nature in the world.

Hoover Universal (UK) are pleased to be associated with the Austin Rover Group in the development and supplying of components for this new vehicle. We take this opportunity to wish the Austin Rover Group every success for this new car in the Market Places of Britain and overseas.

**HOOVER UNIVERSAL (UK) LTD.**  
55 Progress Road, Leigh-on-Sea, Essex SS9 5JJ  
Tel: Southend (0762) 524231 Telex: 98241

**CAP COURTAULDS AUTOMOTIVE PRODUCTS**  
CAP'S WORLDWIDE INVOLVEMENT IN THE SUPPLY OF AUTOMOTIVE FABRICS GIVES CAR MANUFACTURERS:

**INTERNATIONAL DESIGNS**  
**INTERNATIONAL PERFORMANCE**  
**INTERNATIONAL SERVICE**  
CAP—THE INTERNATIONAL SUPPLIER OF AUTOMOTIVE FABRICS

PO Box 29, Wardley Mills, Manchester Road, Worsley, Manchester M28 5WG  
Telephone: 061-790 4851 Telex: 645478 FAX: 061-799 1007

**STADCO** AED

Using a balanced design of Flexible and Dedicated Assembly Technology with rugged Engineering, STADCO-AED meets the needs of tomorrow's winners.

**WORLD-WIDE SUCCESS TO LM 11**

Assembly Equipment Division  
Shrewsbury Tool & Die Co. Ltd. Shrewsbury  
Tel (0743) 52227 Telex 35246  
A member of Hail Engineering (Holdings) Plc